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ABSTRACT

This manual of standards for juvenile training schools and services contains 487 American Correctional Association standards for the accreditation of juvenile training schools (youth development centers, villages, correction centers, treatment centers, service centers, homes for boys and girls, camps, and ranches). Standards presented are organized according to the following 20 subject areas: administration; fiscal management; personnel; training and staff development; planning and coordination; management information systems; records; research and evaluation; physical plant; security and control; food service; sanitation, safety, and hygiene; medical and health care services; resident rights; resident rules and discipline; mail, visiting, and telephone; program and services; reception, classification, transfer, and release; release and revocation; and volunteer involvement. A glossary, the articles of incorporation of the Commission on Accreditation for corrections, and the code of ethics for the American Correctional Association are appended. (MN)

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Manual of STANDARDS for Juvenile Training Schools and Services

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MANUAL OF STANDARDS FOR JUVENILE TRAINING SCHOOLS AND SERVICES

COMMISSION ON ACCREDITATION
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Other manuals in the series published by the Commission

Manual of Standards for Adult Parole Authorities

Manual of Standards for Adult Community
Residential Services

Manual of Standards for Adult Probation
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Manual of Standards for Adult
Correctional Institutions

Manual of Standards for Adult Local
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Manual of Standards for Juvenile
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Manual of Standards for Juvenile
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Appreciation is also expressed to the staffs of the following juvenile agencies which participated in the field tests of these standards: Juvenile Services Administration, Maryland Department of Health and Mental Hygiene, and the Texas Youth Council.

Further, it is a privilege to acknowledge the assistance received from the Office of Juvenile Justice and Delinquency Prevention of LEAA, the National Association of State Juvenile Delinquency Program Administrators, National Association of Training Schools and Juvenile Agencies, National Juvenile Detention Association, and the many dedicated professionals who contributed so generously to this *Manual* through their knowledge and experience.

Through the American Correctional Association, the Commission on Accreditation for Corrections has been supported by the Law Enforcement Assistance Administration and by financial contributions from the additional organizations listed above. The views and opinions in this publication do not represent the policies or positions of the U.S. Department of Justice or the other organizations listed above.

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Preface

Although perceptions of and methods for dealing with juvenile delinquency have changed over the century, finding a satisfactory solution to the problem continues to be a difficult task for policy-makers and corrections professionals. Increasing attention is being focused on juvenile criminal behavior and the need to confront the special problems that these juveniles present. However, efforts to deal with juvenile justice issues are constrained by limited resources and by the lack of a social policy which can be accepted by a concerned public. A comprehensive corrections strategy encouraging consolidation of efforts and greater economy with public funds is becoming a necessity.

The American Correctional Association and the Commission on Accreditation for Corrections believe that corrections systems should have the organizational and management mechanisms to administer both juvenile and adult programs; however, we do not support the intermingling of juveniles and adult offenders in these programs, or in services or facilities.

Institutionalization continues to be heavily relied on as a method for dealing with juveniles, making this volume on training schools a crucial set of standards. *The Manual of Standards for Juvenile Training Schools and Services* is the fourth and final volume of standards for juvenile services to be published by the Association and Commission. Three volumes of juvenile standards have been published to date: *Manual of Standards for Juvenile Community Residential Services, Manual of Standards for Juvenile Probation and Aftercare Services, Manual of Standards for Juvenile Detention Facilities and Services.* When used together, these four volumes can contribute to the improvement of juvenile corrections agencies and the overall juvenile justice process.

Standards do not replace or supplant the goodwill of a responsive administration and a concerned staff. Having served as a superintendent for ten years, I found it gratifying to work with staff who were interested in the success of each individual in their care. We proceeded using the best judgment available at the time. National standards would have helped immensely in the organization and delivery of quality services, both of which are ultimate concerns for all juvenile corrections professionals. Administrators now have a great opportunity to meet or surpass these standards for the benefit of the young persons in their care. This manual is a foundation on which professionals can build and improve as time passes.

The major concern of the Association and the Commission is that the standards reflect fair, just and humane care for juveniles in the system, so as to provide opportunities for their normal personal and social growth and development. Programs should be responsive to the individual needs of each youth and provide equal services to male and female juveniles alike, as well as similar sanctions for the same behavior. Protection of rights and the care and training of juveniles must be balanced against the system's authority and responsibility through the use of adequate policy and procedure, and sound administration. Administrators and staff of juvenile correctional agencies must accept greater responsibility for youths who have been placed in their custody. The standards can supply the instrument to measure this responsibility and maintain balance within the system.

Appreciation is expressed to the many organizations and individuals who provided assistance in the development of these standards. In addition, the American Correctional Association is also grateful to the continued support of the Law Enforcement Assistance Administration, U.S. Department of Justice. And, finally, we appreciate the tireless effort and dedication of the members of the Commission on Accreditation for Corrections and the members of the American Correctional Association Committee on Standards and Accreditation who worked diligently on their own time in producing this volume.

Anthony P. Travisono
Executive Director
American Correctional Association

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Foreword

Alternatives to incarceration provide juvenile corrections administrators with the vehicle for and the hope of solving many delinquency problems. However, incarceration of some juveniles for a period of time is mandatory. For example, adjudicated delinquents—minors who have been found guilty of criminal, not immature, behavior—sometimes require incarceration for the protection of the public and as appropriate punishment for their offenses. It is for the administrators of these facilities which detain such juveniles that the standards in this volume have been prepared.

The standards in this volume, *Manual of Standards for Juvenile Training Schools and Services*, reflect the opinions of the Commission and the American Correctional Association with regard to several special issues relative to juvenile corrections. It is the opinion of both the Commission and the ACA that status offenders and neglected, abused and dependent children not be maintained in juvenile training schools or other secure correctional facilities. In addition, it is the opinion of both organizations that, while the standards do require good administrative practice sound fiscal management and comprehensive planning, they do not mandate a single model organization structure for the administration of juvenile correctional facilities and services.

More specifically, the standards emphasize release planning at the onset of commitment, the development of personalized programs which have a time schedule for achievement, the implementation of strong educational programs, and continued contact with their families and communities by the juveniles. The standards mandate humane living conditions and adequate staff training relative to the special needs of juvenile offenders. In addition the standards support the constitutional rights of juveniles and seek to ensure the protection of all juveniles from abuse during detention.

The Commission and the ACA are of the opinion that through the use of these standards and the application of the accreditation program to measure each facility or service's compliance with the standards juvenile training schools and services will continue to upgrade their practices and programs and provide the services necessary to assist the increasing numbers of troubled youth throughout this country.

As with all volumes of standards issued by the Commission and the ACA, the participation and assistance of many corrections professionals was sought and obtained. It continues to be the expertise and experience of corrections practitioners that serve as the cornerstone of the standards development effort. To all of these individuals, too many to name, the Commission is grateful. Also, the Commission is indebted to its staff and to Albert Elias, principal consultant to this volume. In addition, the Commission had valuable assistance from a dedicated group of professionals from Jefferson County, Kentucky, Department of Human Services, including John Rabun, Director of Field Services and Dave Riffe, Manager of Residential Services. Also working with this group were J. Kerry Rice, Kent School of Social Work, University of Louisville, and David Musacchio, Consultant to Mary Hurst School for Girls. Additional review was provided by the Office of Juvenile Justice and Delinquency Prevention, LEAA; Eileen Subak, Chairwoman, Illinois Department of Corrections, Juvenile Division Advisory Board; and Pat Connell, National Center for Youth Law. Donald G. Blackburn reviewed the standards for the National Association of Training Schools and Juvenile Agencies, and Pat Mack reviewed the standards for the National Association of State Juvenile Delinquency Program Administrators. Susan E. Ainslie, Research Associate for the ACA assisted in final editing and publication of the manual.

The Commission would also like to express its appreciation to its own resource teams, chaired by J. Steven Tremont and Robert J. Watson, including Alfred B. Coate, Edna J. Goodrich, Donald R. Hammergren, Robert P. Heyne, Ralph A. Jefferson, Wayne K. Patterson, W. W. Nuernberger, Marcella C. Rapp, Amos E. Reed, Irvin Reidman, Joseph R. Rowan, Daniel L. Skoler, and J. Robert Weber.

These standards have been field tested with the cooperation of the following agencies: Juvenile Services Administration, Maryland Department of Health and Mental Hygiene, and the Texas Youth Council.

The Commission wishes to express its thanks to the members of the American Correctional Association Committee on Standards and Accreditation for their dedication and hard work with the standards presented in this *Manual*. We acknowledge and are grateful for the continuing support of the Law Enforcement Assistance Administration and the other interested organizations listed earlier in this volume.

The publication of this *Manual* concludes the issuance of standards developed specifically for juvenile corrections facilities and services. It is the fourth in a series of operational standards manuals, all of which the Commission hopes will provide correctional administrators, practitioners, public officials and the general public with the means by which to ensure that juvenile programs are administered humanely, effectively and efficiently. The Commission invites and challenges all of these individuals to use the standards and, indeed, to meet them.

Thomas J. Mangogna
Chairman
Commission on Accreditation for Corrections

Commission on Accreditation for Corrections

The Commission is a group of twenty correctional and criminal justice administrators and professionals elected by the membership of the American Correctional Association. Commission Members represent specific areas of concern within the criminal justice system as well as the geographic regions of the United States.

The Commission:

- Prescribes policy and procedure for accreditation of correctional agencies and systems;
- Develops and selects standards for accreditation in cooperation with the American Correctional Association;
- Promotes voluntary participation of correctional administrators and personnel in the accreditation process;
- Awards accreditation to correctional agencies and systems that demonstrate adherence to approved standards;
- Publishes lists of agencies and systems holding pre-accreditation and accreditation status; and
- Continuously reviews and evaluates proposed standards for use in the accreditation process.

The Commission on Accreditation for Corrections will award accreditation to correctional agencies and systems for periods of three or five years, depending upon the extent of compliance of the agencies and systems with the standards approved and adopted by both the Commission and the American Correctional Association.

Accordingly, the Commission has prepared and adopted the following *Statement of Principles:*

Preamble

The Commission on Accreditation for Corrections, in order to develop and implement most effectively an accreditation program within and for the field of corrections, at both the juvenile and adult levels, and within the United States of America and such other Countries as may be appropriate and feasible, therefore adopts this *Statement of Principles*.

Principle I

The goals of the correctional field are (1) protection of the public, (2) assistance to the courts regarding offender dispositions, (3) assistance to juvenile and adult offenders to promote law-abiding behavior, (4) provision of just and humane care in the management of offenders, (5) encouragement of and participation in research regarding the causes of delinquency and crime and the effectiveness of correctional methods, (6) provision of efficiency and economy in correctional operations, (7) promotion of and participation in coordinated planning and administration of diversifed programs, activities and services of criminal justice agencies, and (8) motivation of improved employee performance through promotion of education and training opportunities. These goals will be met more effectively and efficiently through the development within major jurisdictions of coordinated systems of services characterized by joint problem identification, joint planning, coordination of operations and joint evaluation of results.

Principle II

The correctional field and the services it provides are, fundamentally, (1) community services, including probation and parole, (2) institutional/residential services, and (3) community residential/transitional services, such as halfway houses and other forms of community programming. These services, when operated effectively and efficiently as interdependent and coordinated components of a total system of services, provide the basis for achievement of the goals of the field.

Principle III

To achieve maximum progress toward the realization of specified goals, it has been and will continue to be necessary for the field of corrections to articulate and adhere to the highest professional standards, which are viewed as required levels of performance in the public interest.

Principle IV

Standards for the correctional field should be expected to undergo continuous review and growth consistent with the experience of new knowledge, skills and methods. Thus, no standard is fixed for all time, nor should any standard constrain efforts toward innovation and the development of more effective methods for achieving the goals of the field.

Principle V

Pursuant to accepted standards, voluntary self-evaluation by correctional agencies within the context of a total system of correctional services is recognized as a sound and productive process for the continuous improvement of both standards and performance.

Principle VI

The development and definition of standards, and the application of standards through rigorous self-evaluation are serious social and professional responsibilities of each individual working in the field of corrections.

Principle VII

Accreditation will be awarded to governmental jurisdictions and to individual agencies and services thereof demonstrating adherence to standards approved and accepted by both the American Correctional Association and the Commission on Accreditation for Corrections. The accreditation of individual correctional agencies within a given major jurisdiction is but a step toward the ultimate goal of realizing accreditation of the total system of correctional services within that jurisdiction.

Principle VIII

Among all employees of the correctional field, accreditation will provide recognition of effective leadership and achievement of the highest standards of employee performance. In addition, accreditation can be expected to contribute significantly to the improvement of staff development, teamwork and morale.

Principle IX

Accreditation can be expected to facilitate the identification of strengths and needs at both the correctional agency level, and at the level of the total system of services within major jurisdictions. Short and long range planning will be facilitated at both the agency and total system levels.

Principle X

Among correctional agencies and total correctional systems, accreditation will contribute to the presentation of understandable and persuasive budget requests to both cognizant officials/executives and to the legislative bodies of the respective jurisdictions. The accreditation status indicates that budgeted funds are being used appropriately. Accordingly, it is vital that the courts and all concerned officials, executives, and legislators understand and believe in the integrity of the nationally-recognized standards as applied in the accreditation process.

Principle XI

With the further development of public participation and understanding, the Commission seeks to encourage among all correctional agencies and systems the adoption of new approaches to crime reduction and prevention. The reduction and prevention of crime can be expected to progress with the continuous articulation of standards and the continuous measurement of adherence to standards within the context of coordinated systems of correctional services. Official recognition of correctional effectiveness will follow. In addition, accreditation will provide to interested citizens the opportunity to view their correctional agencies and systems within the framework of nationally-recognized standards.

Principle XII

Adherence to the foregoing principles in the accreditation of correctional services can be expected to result in better utilization of personnel and resources, with maximum benefits to the criminal offender, to the correctional field, and to the public.

Robert H. Fosen
Executive Director
Commission on Accreditation for Corrections

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Introduction

Juvenile corrections in the United States has undergone substantial changes since its inception in the early 19th century. The reformers and philanthropists who founded child-saving institutions were intent on protecting the homeless child and reforming the delinquent. Their actions were based on the belief that these children needed to be shielded from the temptations of a corrupting community and that, by exposing them to a rigorous program of work, limited education and strict discipline, they would be transformed into obedient and useful citizens. The private orphan asylum which provided congregate housing in urban locations was also a product of this philosophy.

The New York House of Refuge, established in 1825, was the first institution designed to house juveniles apart from adults. The refuge house concept provided the model for other jurisdictions to establish institutions housing juveniles. These facilities were the predecessor of the training school, which in later years became the standard response to the problems of the dependent, neglected and delinquent. The fundamental tenet for training schools was that the troublesome child could be protected from the negative influence of city life by placing him or her in the country. Rural purity, as opposed to urban corruption, became the organizing principle in the development of a simple, though rigorous, program for youth detained in training schools.

Training in manual and low-skilled jobs, and firm moral and corporal discipline were fundamental to the training school program, which became known as industrial education. Children who were defined as "problems" by an adult or an agency could be placed in one of these programs without the benefit of due process procedures, thereby perpetuating the admission policies of the orphan asylum.

After the establishment of the juvenile court at the end of the 19th century, rehabilitation became the prevailing philosophy of training schools and other child-caring institutions, and also provided the impetus for the reorganization and expansion of their program elements to include formal education, vocational training, recreation, work programs, and social and mental health services.

During the 1950's and 1960's, reformers sought the broad scale implementation of rehabilitation programs, such as individual and group treatment, community contacts, classification, family and citizen involvement, and research and evaluation programs in the training school setting. More recently, however, there has been an increased emphasis to maintain adjudicated delinquents in their own communities while providing jobs, counseling, and improved home and school environments. Concurrently, legislative action, recent court decisions, child advocacy activities and the increased availability of federal funds have contributed significantly to the removal of status offenders and dependent and neglected children from training schools.

While community programs are the preferred method for dealing with juveniles, training schools are necessary for a small proportion of the juvenile corrections population. Recognizing this reality, the overriding concern of the Commission and the Association is that the standards reflect the principles of fair, just and humane care for the juveniles being served. Commitment to a training school should be done commensurate with a program to return the juvenile to his or her community in the shortest time possible. Every effort should be made to provide for individual growth and development in as normal an environment as possible, consistent with the need for public safety. Programs emphasizing basic social skills, education, recreation and the development of job skills are fundamental to the process of normal development and can lead to successful return to the community.

Consequently, the Commission and the Association have stated their position on three major issues consistent with the implementation of these principles: First, *juveniles whose activities would not be criminal if committed by an adult and neglected, abused and dependent children should be removed from juvenile corrections.* Second, *juvenile and adult offenders are maintained separately at all times.* For Commission purposes, juveniles are from age 8 to 21 years, or as specifically defined by state statute. The maximum age of 21 years is included because there are jurisdictions which statutorily continue juvenile status beyond age 18 years. And third, *services and opportunities for all juveniles should be equally distributed throughout each jurisdiction in the country.* Male and female juvenile offenders should have equal access to services which are designed to meet their needs as well as receive similar sanctions for misbehavior in the facility.

The standards for release and revocation contained in this *Manual* apply when the training school or its parent agency has the responsibility for making the determination regarding release from confinement. Where a parole board is appointed and operated separately from institution staff, standards in the *Manual of Standards for Juvenile Probation and Aftercare Services* apply. In no case should a parole board which has responsibility for paroling adult offenders be involved in the release or parole of juveniles. Juveniles should be released based on statutorily or administratively defined procedures which ensure that persons familiar with the problems and needs of youth are implementing the process.

The Commission and the Association also recognize that there is a great deal of heterogeneity and diversity among existing training schools and services in size, staffing patterns, types of programs, and age and type of juvenile admitted. Nevertheless, the intent of the standards is to ensure that these differences do not interfere with the requirement that juveniles have the right to a program of supervision, care and counseling which is in complicance with the dispositional order of the juvenile court and which will best meet the juvenile's individual needs. Moreover, those services necessary for the protection of the juvenile's health and safety must be provided. The facility administration also must meet all legal requirements relating to juveniles, such as education requirements, and must adhere to appropriate statutes with respect to juveniles diagnosed as mentally disabled. These standards for training schools have been designed to meet these goals.

The standards in this *Manual* are suggested as criteria for the accreditation of non-community residential programs for youth committed through the juvenile justice process. The size and functions of these programs for juveniles vary considerably. There are two basic types of facilities which may be operated by the state or a private agency: *training schools* which include youth development centers, villages, youth corrections centers, youth treatment centers, juvenile services centers, and schools for boys and girls; and *special purpose institutions* which include camps, ranches and farms. These categories are defined below.

These facilities provide 24 hour care, including programs and supervision to youth (minors) who have been committed by the juvenile court. The objective of such facilities is to provide juveniles with supervision and program activities directed at the resolution of problems specific to this age group in an environment conducive to positive behavior in the community.

CATEGORIES OF JUVENILE FACILITIES

Juvenile Training School—Youth Development Center, Youth Village, Youth Correction Center, Youth Treatment Center, Youth Service Center, or Schools or Homes for Boys and Girls.

The typical training school may provide supervision, programs and services for over 100 residents; however, programs of over 100 residents are not encouraged. The standards for new facilities in this *Manual* require that each new training school have no more than 100 beds and be limited to two stories in height.

These facilities are designed and operated to ensure that all entrances and exits are under the exclusive control of facility staff, thereby not allowing a juvenile to leave the facility without authorization.

Youth development centers, youth treatment centers, secure training schools and other facilities in this category may serve relatively smaller populations ranging from 40 to 100 juveniles. The age range served is generally from 13 to 18 years, although in many jurisdictions residents may be as young as 10 years or as old as 20 years. The latter instance usually involves juveniles who have been returned to the facility as parole violators.

Special Purpose Institutions—Camp and Ranch

Camp. These are nonsecure residential programs located in relatively remote areas. The juveniles participate in a structured program which emphasizes an outdoor work program including conservation and related activities. Although there are often 20 to 60 youths in such facilities, 50 juveniles is the maximum allowed by the standards. Resident age varies from 15 to 18 years.

Ranch. These nonsecure residential programs provide services to youth in rural settings. Typically, the residents participate in a structured program of education, recreation and facility maintenance, including responsibility for the physical plant, its equipment and livestock. Often there are 20 to 60 juveniles in the ranch setting, ranging in age from 13 to 18 years. The standards in this *Manual* restrict the maximum population to 50 youths.

Administration

Public and Private Agencies

9001 The public or private agency operating a training school is a legal entity or a part of a legal entity. (Essential)

> DISCUSSION: If the agency is a non-profit organization, it will be incorporated in the governmental jurisdiction where located and in accordance with the legal requirements of that jurisdiction. If the agency is from the public sector, it will have the authority to establish and operate a training school.

9002 The governing authority of the public facility or private training school holds meetings at least annually with the facility administrator in order to facilitate communication, establish policy, explore problems, ensure conformity to legal and fiscal requirements, and implement programs. (Essential)

> DISCUSSION: It is necessary for the parent agency or governing authority representative who has responsibility for the training school to meet with its administrator and appropriate staff to assure that programs are being implemented as outlined in administrative policy. It is also vital that the agency staff have opportunities for direct input into policy development and reformulation.

9003 The administrator of the public or private juvenile training school implements the policies of the governing authority. (Essential)

> DISCUSSION: Recognizing that the administrator is responsible for the management of the facility, the role of the administrator of the training school includes implementing the policies and the procedures approved by the governing authority. There should be clear evidence that these policies are being carried out in practice in the agency, and that they are not being violated.

9004 Abused, dependent or neglected children and youth charged with offenses which would not be a crime if committed by an adult do not reside in the facility. (Essential)

> DISCUSSION: Nonoffenders and youth often referred to as status offenders should not be placed in training schools with adjudicated delinquent offenders.

9005 The facility provides or makes available to all residents the following programs and services, at a minimum:

Reception and orientation;
Evaluation and classification;
Academic education;
Vocational training;
Employment;
Religious services;
Social services and counseling;
Psychological and psychiatric services;
Library services;
Medical and dental health care;
Athletic, recreational and leisure time activities;
Resident involvement with community groups;
Mail and visiting;
Access to media, legal material, attorneys and courts;
Volunteer seminars; and
Pre-release orientation and planning. (Essential)

DISCUSSION: A well rounded program for juvenile development that includes these services will afford them opportunities for improvement.

9006 If services for adult and juvenile offenders are provided by the same agency, statements of philosophy, policy, program and procedure clearly distinguish the differences of intent between criminal codes and juvenile codes. (Essential)

DISCUSSION: There should be a separate service delivery system for juveniles, because the responsibility of the state, as represented by the agency, for juveniles differs from that for adults in certain respects. Problems specific to youths and their families, the dependent status of the juvenile, the importance of including the family in the program effort, and the essential role of the school are a few of the areas of difference.

9007 There is a written description of the facility that specifies its mission within the context of the system of which it is a part. This description is reviewed at least annually and updated if needed. (Essential)

DISCUSSION: The facility needs a clear understanding of its mission within the total system. Diversification of facilities is required to meet the needs of young offenders in the entire correctional system. In any jurisdiction, regardless of size, and even in a single facility, it is possible to have diversified programming. Such programming could include a receiving and diagnostic unit, separation of new admissions, a separate unit for special offenders, a pre-release unit, etc. Diversification provides opportunities for program development, effective management, experimentation and innovation. Also, it permits the facilities within the system flexibility in making resident assignments and in promoting training and transferring staff when necessary.

9008 The program meets all applicable licensing requirements of the jurisdiction in which it is located, or if no licensing requirements exist, can document its attempts to establish such requirements. (Essential)

DISCUSSION: To ensure the health and safety of the youth care workers in the facility, it is necessary that the facility comply with all jurisdictional licensing requirements. When licensing does not exist, facility administration should lend its support to the establishment of licensing requirements which are designed to improve the safety and operation of training schools, camps, and ranches for youths.

9009 The facility and its programs are managed by a single administrative officer to whom all employees or units of management are directly responsible. (Essential)

DISCUSSION: The facility should be headed by a single administrative officer who may be designated as superintendent, executive director or program director and appointed by and responsible only to the governing authority of the agency. The chain of command should extend directly from the administrative officer to the staff. There should be no employees or units of management within the facility which are not directly responsible to the administrative officer.

9010 Where employees of other public or private agencies provide a service to the facility, written policy and procedure are developed and reviewed, at least annually, to describe their roles and functions as they relate to the authority and responsibility of the facility administrator. (Essential)

DISCUSSION: Employees who work for other public or private agencies should have their duties and responsibilities specified in a contract or other type of agreement with the facility administration.

9011 The authority, responsibility and function of the position of the facility administrator are specified by statute or administratively by the parent governmental agency. (Essential)

DISCUSSION: The functions to be specified should include planning, organizing, staffing, coordinating, directing and controlling facility operations. Statutory or administrative specification also assists in the recruitment and retention of a qualified administrator.

9012 Written policy and procedure specify that the facility administrator formulates goals for the facility, establishes policies and priorities related to them and translates the goals into measurable objectives for accomplishment by the staff. (Essential)

DISCUSSION: The administrator must balance the facility's goals and objectives with available resources. Broad facility goals must be translated into more specific objectives which are prioritized for accomplishment by the staff. Without prioritized goals and objectives, the facility will be without focus, continuity or consistency.

9013 Written policy and procedure provide for the advice and consultation of employees in the formulation of policies, procedures and programs. (Essential)

DISCUSSION: Current management practices offer methods and techniques for using staff resources to develop policies, procedures and programs. The administrator should regularly solicit suggestions from staff and implement those deemed appropriate.

9014 Written policy and procedure govern employee-management relations. (Essential)

DISCUSSION: The facility cannot operate effectively in the absence of specific procedures for the recognition and resolution of legitimate employee concerns. It is essential that the institution have written policy and procedure for responding immediately and effectively to problems that may develop in employee-management relations. These should include specific assignment of responsibility and precise delegation of authority for action, steps for resolving grievances and adverse actions, and an official procedure. To avoid misunderstandings and to provide a written record of meetings between employee groups and the facility's administration, minutes should be kept of all such meetings.

9015 A written plan describes the facility organization and groups similar functions, services and activities into administrative subunits. This plan is reviewed at least annually and updated as needed. (Essential)

DISCUSSION: The functions and number of units in a facility may vary depending on the size and type of resident population, the nature of programs, the geographic distribution, the history and traditions of the facility, and the fiscal and physical resources available. The number and kinds of subunits, levels of supervision, and types of employees should be organized and the organization graphically illustrated to clearly delineate the lines of authority and responsibility.

9016 There is an organizational chart for the facility staff which accurately reflects the structure of authority, responsibility, and accountability within the facility. (Essential)

DISCUSSION: The facility must prepare and disseminate to its governing board, staff and residents, as well as to the public upon request, an organizational chart which clearly shows the chain of command in the facility. The organizational chart illustrates the relationship of each position or department to all other positions or departments within the facility.

9017 The facility has a policy manual that specifies its policies, programs and services offered, which is available to all employees and to the public and is reviewed at least annually. (Essential)

DISCUSSION: A public or private agency serving the public has an obligation to state openly what it does and how it performs its function. The policy manual should specify the facility's policies as they relate to its objectives and limitations, its programs and services offered. At least annually the agency administrator and staff should review the policies to make sure they remain appropriate and continue to contribute to the effectiveness of the professional services.

9018 There is an operations manual that delineates the written policies and procedures for operating and maintaining the facility; the manual is explained and made available to all employees at the time of their employment. (Essential)

DISCUSSION: A government agency has an obligation to state publicly what it does and how it executes its function. Each department and major administration unit of the facility maintains an operations manual that should specify the facility's policies and procedures as they relate to its objectives and limitations. There should be a program to familiarize employees with the facility's policies and procedures. The operations manual should be concerned with, but not limited to: intake, medical care, education, discipline, religion, discharge, child care and recreation programs, clothing, diet, hygiene, personnel practices, visiting and transportation.

9019 Written policy and procedures provide for a communications system within the facility that requires, at a minimum, that the facility administrator meet at least monthly with all department heads and that all department heads meet monthly with their key staff members. (Essential)

DISCUSSION: Regular staff meetings help ensure open communications among employees. The use of agendas and the preparation of minutes should be required of all staff meetings.

9020 Written policy and procedure provide for a system of communication between staff members and residents. (Essential)

DISCUSSION: Juveniles should have regular access to designated staff members to ensure presentation of their problems without delay or formality. The larger facility should provide for regularly scheduled meetings between the administrator or designate and representatives of the resident population.

9021 Service personnel other than facility staff, including offenders from adult correctional institutions, perform work in the facility only under direct and continuous supervision of facility staff in those areas permitting contact with residents. (Essential)

DISCUSSION: To preclude passage of contraband or messages, and to avoid any unnecessary contact of residents with outsiders, all repairmen, servicemen, vendors, and trustees from adult jails should not function in juvenile training schools without direct supervision in areas containing residents.

9022 The facility administration has a written policy to guard against conflicts of interest which adversely affect the agency; this policy specifically states that no person connected with the agency will use his or her official position to secure privileges or advantages for himself or herself. (Essential)

DISCUSSION: In order to protect the integrity of the training facility, a written policy must exist which guards against any possible conflict of interest between the agency, its governing body, funding source, staff, volunteers and/or board members with any sector of the community. A model for such a policy statement is contained in the American Correctional Association *Code of Ethics*, adopted August, 1975.

9023 Written policy ensures facility compliance with statutes relating to campaigning, lobbying and political practices. (Essential)

DISCUSSION: Facility policy must reflect these regulations and statutes that govern campaigning and other political practices (e.g. Hatch Act) so that the actions of staff will not hinder funding efforts or provision of services.

9024 The facility administrator reviews, at least annually, space requirements and records in writing requests for corrective action. (Essential)

DISCUSSION: The facility's budgetary process should include a space review because space requirements consume resources. New program activities, shifting juvenile populations, changing security requirements, etc., impact on space and, consequently, on the budget. Space needs always should be evaluated in terms of both security and program considerations.

9025 The facility administrator and designated staff monitor, at least biennially, progress toward achieving previously identified program objectives. (Essential)

DISCUSSION: All facility programs and services should be defined and classified in terms of specific action programs, with their costs, objectives and expected outcomes identified. A system that provides timely and periodic assessment of the various facility operations can reveal the degree of compliance with policy and procedure. The results of such assessments should be documented and should exist apart from any external or continuous audit conducted by other agencies.

9026 Written policy and procedure ensure that legal assistance is available to the facility administrator. (Essential)

DISCUSSION: Qualified legal assistance is necessary to ensure that the program's policies and procedures are consistent with court decisions concerning constitutional processes and procedure, individual rights, etc. Legal counsel can provide advice on formulating policies, advising on individual cases and representing the facility as required, before courts and other appropriate bodies.

9027 Written policy and procedure specify cooperation with federal, state and local legislative and executive bodies. (Essential)

DISCUSSION: Legislative understanding and support is essential. Staff should respond promptly and fully to requests by legislators for information and data about specific cases. Staff also should provide advice and information concerning relevant legislation. Presentations made to legislative committees in coordination with other juvenile justice agencies can enhance the impact on the legislature.

9028 Written policy and procedure provide for working relationships with other components of the juvenile justice system. (Essential)

DISCUSSION: Because the facility is a part of the juvenile justice system, it is important that the staff develop a working relationship with other juvenile justice agencies. The policy should ensure that periodic joint meetings are held with other juvenile justice agencies and that newsletters and staff meetings are used to communicate the outcome of these meetings.

9029 Written policy and procedure provide for the participation of other community agencies in policy discussions, coordinated planning and interagency consultation. (Important)

DISCUSSION: The operation of the facility affects and is affected by other agencies within and outside the juvenile justice system. Advisory committees, justice councils, state and regional planning organizations and other community resources can profitably share information.

9030 Written policy and procedure provide for collaboration with colleges and universities in programs of mutual concern. (Essential)

DISCUSSION: Institutions of higher learning can provide qualified persons to serve as advisors for policies and programs and to arrange special training conferences and learning seminars. Staff members should be designated to initiate and maintain liaison with these institutions.

9031 The facility administrator or designated staff participate in community planning and coordination efforts designed to increase overall effectiveness of programs for juveniles. (Important)

DISCUSSION: The services of public and private agencies should complement each other. The respective responsibilities should be clarified to ensure that the services are used in accordance with overall community planning. Such planning and coordination should help to minimize or eliminate poor resource management and duplication of services and ensure a balanced pattern of community services for youth.

9032 The facility staff plans and promotes activities for participation by the residents in community programs and services. (Important)

DISCUSSION: Community involvement is important in order to allow for normal exposure to and experience in social living. They should encourage involvement in civic, artistic, cultural, recreational, religious and social activities. The facility should avail itself also, of community resources in terms of shopping services and social assistance as well as inform the business community of the program and its economic impact on the area.

9033 Written policy and procedure provide for a public information program that is reviewed at least annually and updated if needed. (Essential)

DISCUSSION: The public information program should make known, both to the public and to other criminal justice agencies, the facility's goals, objectives and programs. It should provide general information about the facility and specific commentary about newsworthy incidents. In large facilities, an employee should be designated as public information officer.

The policy should indicate the types of information that can be released, the persons authorized to release information, the rights of juveniles with regard to publicity, and a clear statement of the facility's intent to provide the media with accurate and timely information and to be responsive to requests concerning programs, services and policies.

9034 Written policy and procedure grant representatives of the media access to the facility, consistent with the preservation of residents' privacy and the maintenance of order and security in the facility. (Essential)

DISCUSSION: Except in emergencies, representatives of the media should be granted access to the facility for reporting items of public interest. Their presence, however, should not violate resident privacy. Prior to granting interviews with, or the photographing of, residents, media representatives should sign a host agreement card, which should be available at all training schools, acknowledging their commitment not to reveal the identity of any resident without the written consent of parent and juvenile.

9035 The parent agency initiates and maintains contact with representatives of the media. (Important)

DISCUSSION: Written policy should provide that the facility administrator or designate is available to the public and to representatives of the media. The parent agency head or the facility administrator should take the initiative in maintaining good relations with the media.

9036 The facility administration furnishes information to the parent agency at least biennially, which is used to report on the system's objectives, programs, resident population, budget, major developments, problems, plans and such additional information as statewide bodies and the parent agency may require. (Essential)

DISCUSSION: Publication of comprehensive reports at least every two years helps inform the general public, government officials, criminal and juvenile justice administrators and others about the system's programs, services, policies and accomplishments. It provides an opportunity to assess past accomplishments and to redefine future goals.

9037 Written policy and procedure provide that the facility administrator report at least quarterly to the parent agency, to include: major developments in each department or administrative unit, population data, staff and resident morale, and major problems and plans for resolving them. (Essential)

DISCUSSION: Routine reporting by individual facilities in a multi-facility or multi-service agency permits top management personnel to stay informed about current programs, activities and problems throughout the system. The use of such reports also permits the heads of various units to work together in joint problem-solving.

Private Agencies Only

9038 The facility operates under a constitution or articles of incorporation which meets all of the legal requirements of the governmental jurisdiction in which the facility is located. (Essential)

DISCUSSION: A private agency constitution or Articles of Incorporation is the basis for the existence and operation of the program. All states require the inclusion of minimums in the constitution, with periodic reporting to ensure continued operation by the facility.

9039 The facility or its parent agency has a local governing authority. (Essential)

DISCUSSION: The governing authority has legal responsibility for the conduct of the agency affairs. The composition of the governing authority should be representative of the community in which the facility is located so as to enable the community's direct participation in programs for juvenile offenders at a local level.

9040 The facility administration has identified, documented and publicized its tax status with the Internal Revenue Service. (Essential)

DISCUSSION: The private facility is required by law to file a tax status report with the Internal Revenue Service. This status should be communicated to the community.

9041 The facility administration has by-laws, approved by the governing authority, which are filed with the appropriate local, state and/or federal body. (Essential)

DISCUSSION: The by-laws of the private facility mandate the operating policies and procedures of that agency, including how it shall conduct its business and assume its responsibilities. The by-laws also outline administrative structures.

9042 As a minimum, the facility or its parent agency by-laws include for the governing authority:

Membership (types, qualifications, community representation, rights, duties);
Size of the governing body;
Method of selection;
Terms of office;
Duties and responsibilities of officers;
Times authority will meet;
Committees;
Quorums;
Parliamentary procedures;
Recording of Minutes;
Method of amending the by-laws;
Conflict of interest provisions; and
Specification of the relationship of the chief executive to the governing body. (Essential)

DISCUSSION: Legal requirements provide for minimum inclusions in the by-laws of private facilities concerning the method by which the Board of Trustees or governing authority will operate.

9043 The governing authority of the agency holds meetings as prescribed in the by-laws. (Essential)

DISCUSSION: In order to facilitate communication with agency staff, establish policy, and ensure conformity to legal and fiscal requirements, the governing body will meet as prescribed by the by-laws.

9041 A permanent record is kept of all meetings of the governing authority. (Essential)

DISCUSSION: Minutes of the meetings of the facility or parent agency governing body are required in order to accurately record the decisions made and actions taken. These minutes shall include, but not be limited to, meeting date, names of members attending, types discussed, decisions recorded and actions taken.

9045 The facility administration can document its relationship to all funding and regulatory agencies. (Important)

DISCUSSION: Systematic planning with funding agencies and timely reviews with regulatory agencies are important to the continuity of service. Therefore, facilities should maintain continuous communication with those agencies and have in file, copies of all communications, including required reports and reviews.

Public Agencies Only

9046 The facility operated by a public agency has the statutory or administrative authority to establish and operate such a facility under the provisions and guidelines of the responsible governmental agency. (Essential)

DISCUSSION: If the facility or parent agency is from the public sector, it should be mandated by statute. The statute provides the legal framework within which the administrative structure, philosophy and policies are developed as well as the basis for assessing performance and identifying needed changes in organization and operations.

9047 There exists an operating community involvement committee, representative of the community, which serves as a link between the program and the community; the committee is formally constituted, schedules meetings, maintains records and delineates in writing, the qualifications of membership, terms of office and by-laws. (Essential)

DISCUSSION: In order to ensure that there is a relationship between the facility and the community it serves, there should be a group of citizens with a demonstrated interest in and knowledge of the problems of juveniles who are appointed by statute or by administrative regulation to advise the administration on matters relating to policy and problems in facility operation.

9048 Policy and procedure provide that the facility administrator cooperates with the Interstate Compact Administrator in the return of juveniles charged with juvenile offenses to the requesting state, pursuant to the provisions of the Interstate Compact on Juveniles. (Essential)

DISCUSSION: Participation in the Interstate Compact on Juveniles is necessary to control unregulated interstate movement of unsupervised adjudicated juveniles. In cooperating in the implementation of the Interstate Compact, special care must be paid to Article IX, pertaining to detention practices, which provides that "no juvenile or delinquent juvenile shall be placed or detained in any prison, jail, lockup or be detained or transported in association with criminal, vicious or dissolute persons."

Fiscal Management

Public and Private Agencies

9049 The facility administrator prepares and presents a budget request that complies with the policies, procedures and instructions of the parent agency. (Essential)

DISCUSSION: The administrator is responsible for preparing and presenting a budget that will ensure an adequate allocation of resources for facility operations and programming.

9050 The facility administrator participates in budget hearings conducted by the governing board or parent governmental agency. (Essential)

DISCUSSION: Because of the significance of budget hearings, the administrator should participate in the process and be prepared to justify budget requests. In private facilities, the administrator works directly with the governing authority. In public agencies the administrator would work with the designated supervisory level within the parent agency.

9051 Written policy and procedure govern budget revisions. (Essential)

DISCUSSION: Because a budget serves only as a guideline for anticipated revenues and expenditures, periodically it will have to be revised. Any significant revisions should be approved by the appropriate governing body and should adhere to funding source regulations.

9052 The budgetary system links operations and activities to the cost necessary for their support. (Essential)

DISCUSSION: The administrator should ensure that planning and budgeting are related directly to program objectives and that the fund flow over specified time periods is as projected. The system should permit a full accounting of the funds allocated for each program function. Expenditures should be made only in accordance with appropriations.

9053 The plan for budget preparation requires the systematic review of equipment needs and the replacement of equipment as needed. (Essential)

DISCUSSION: Inadequate equipment hampers the effectiveness of the program both in terms of efficiency and the public's view of the facility. All equipment should be maintained in good working order and replaced periodically in accordance with a written plan and guidelines.

9054 The fiscal system accounts for all income and expenditures on an ongoing basis. (Essential)

DISCUSSION: The fiscal system should provide administrators with up-to-date information so they can ensure that current objectives are being met, that the fund flow is proceeding as planned, and so they can respond to emerging program needs.

9055 Written policy and procedure provide that the methods used for collection, safeguarding and disbursements of monies comply with accepted accounting procedures. (Essential)

DISCUSSION: The facility's accounting procedures should be compatible with the state's central accounting system. They should ensure an orderly, accurate and complete record of money transactions.

9056 All monies collected at the facility are secured daily in an officially designated and secure place. (Essential)

DISCUSSION: All monies collected at the facility should be accounted for daily and placed in a secure area; funds should be deposited in a bank on at least a weekly basis. All deposit slips and other documentation should be filed.

9057 Reports of all monies collected and disbursed are prepared and distributed to the parent agency and other designated authorities. (Essential)

DISCUSSION: These reports provide an up-to-date accounting of all revenues and expenditures. They are useful to the chief fiscal officer and other top level officials within the parent agency.

9058 Written policies and procedures address at least the following fiscal matters:
Internal controls;
Petty cash;
Bonding;
Signature control on checks; and
Use of vouchers in the case of government agencies. (Essential)

DISCUSSION: The facility should have written policies that regulate how all monies are handled internally. The procedures pursuant to the policies should be approved by the governing authority and will vary according to the size of the facility.

9059 Funds are available for purchasing community services to supplement existing programs. (Essential)

DISCUSSION: Often times a facility is not able to provide needed services. These gaps in service can be filled through a purchase of service arrangement with community organizations. This concept of purchasing community services can include education, vocational training, specialized health care, etc.

9060 Written policy and procedure provide for both internal and independent audits of the facility's fiscal activities. (Essential)

DISCUSSION: Internal audits should be conducted on a continuing basis to determine whether established internal control procedures are being followed; to strengthen internal control where it is weak; to provide management with periodic information on the performance of its staff responsible for financial activities; and to provide management with information on which to base important decisions. An independent post audit should be requested immediately after the close of the designated fiscal period by an agency that reports to the legislative body. If no such independent post audit agency exists within the framework of the government organization, the independent post audit should be performed by a firm of professional accountants.

9061 Written policy and procedure regulate position and personnel records and the payroll function. (Essential)

DISCUSSION: To ensure position control in accordance with budget restrictions, the chief fiscal officer should have information on the number and type of positions filled and vacant at any time. The payroll should be based on daily attendance records. The fiscal officer should verify that persons on the roll are legally employed, that the positions are authorized in the budget and that funds are available.

9062 The agency has a written policy for inventory control of all property and assets. (Essential)

DISCUSSION: Written policies should specify all property that is to be inventorized as well as timetables for conducting inventories. Written procedures should specify methods for controlling equipment and assets.

9063 Written policy and procedure govern inventory control of stores. (Essential)

DISCUSSION: Inventory records and controls of stores help prevent loss of supplies by theft and unprofitable use, and avoid both inventory excesses and shortages. Effective control over stores requires perpetual inventory, proper storage facilities, withdrawals only upon written requisition, and written account of stores issued.

9064 Written procedure governs the requisition and purchase of supplies and equipment. (Essential)

DISCUSSION: Supplies and equipment for the entire institution should be procured on a competitive bid basis, preferably through a central purchasing agency, and provision should be made for warehousing when economically desirable. Written policy should include, at a minimum, the purchasing procedure, criteria for the selection of bidders and criteria for vendor selection.

9065 Where statutes or state policy permit, written policy and procedure provide for comprehensive insurance coverage. (Essential)

DISCUSSION: Although insurance requirements vary by jurisdiction, correctional facilities should be protected, either through private companies or as self insurers, by liability insurance, physical plant insurance, workman's compensation insurance, vehicle liability insurance, fire insurance, public employees blanket bond, and insurance to protect its volunteers.

9066 Where there is a resident welfare fund, written policy and procedure govern its operation. (Important)

DISCUSSION: Where money is available, from donations, profit from the commissary, etc., a fund should be established for the benefit of the residents. This fund can be used to provide additional recreational equipment, for example, or to help indigent residents. Responsibility for administering this fund should be fixed with the administrator or designate, controls should be established for collecting and safeguarding the funds, and specific guidelines should govern the expenditure of these funds.

9067 There is a resident commissary or canteen where residents can purchase, from an approved list, items not furnished by the facility. (Essential)

DISCUSSION: The availability of a reasonable selection of personal items is essential for good morale. Restrictions should be placed however, on commissary purchases, to minimize the effect of differential spending power.

9068 Strict controls are maintained over operation of the resident commissary or canteen and regular accounting procedures are followed. (Essential)

DISCUSSION: Merchandise should be priced on a cost basis plus a limited markup. Strict controls should be maintained over all surplus funds, and profits and interest should be used for residents welfare and recreation. Independent audits of commissary funds and accounting procedures should be controlled.

9069 Written policy and procedure provide that residents may deposit personal funds in interest-bearing accounts and maintain maximum possible control over their funds; any interest on personal funds accrues to residents. (Important)

DISCUSSION: Residents should have the opportunity to invest money in interest-bearing accounts and have control over their financial resources. (See related standard 9384.)

Personnel

Public and Private Agencies

9070 Written personnel policies and procedures require the selection, retention and promotion of all personnel on the basis of merit and specified qualifications. (Essential)

DISCUSSION: All job qualifications and hiring policies should be examined with the assistance of equal employment specialists from outside the agency. Employment qualifications should be demonstrably related to the skills required to perform the work. Tests should not be culturally biased. To permit selection from a larger pool of applicants, artificial barriers to employment should be removed.

9071 The agency complies with all governmental regulatory requirements related to employment and personnel practices. (Essential)

DISCUSSION: Many federal departments, including the Departments of Labor and Justice, promulgate guidelines which must be met by the agency to fulfil legal requirements. It is important that the governing authority of the agency does not adopt policies which conflict with federal policies.

9072 As defined in local statutes, a criminal record check is conducted on all new employees to ascertain whether there are criminal acts which have a specific relationship to job performance. (Essential)

DISCUSSION: While policy should not automatically preclude the employment of whole classes of persons, such as ex-offenders, the facility or parent agency administration should be aware of any criminal conviction(s) which would preclude working with juveniles in a training school setting. Appropriate releases for information should be obtained from prospective employees. (See related standards 9081, 9083 and 9084.)

9073 Written policy and procedure require a physical examination of all employees by a physician at the time of employment. (Essential)

DISCUSSION: Where indicated, employees working with juveniles should meet prescribed standards for physical fitness. Physical examinations should be required to ensure their medical health and ability to perform effectively. Policy should not preclude the hiring of handicapped persons who meet basic health requirements for the position.

9074 There is a personnel policy manual, which covers, at a minimum: organization; recruitment policies and procedures; employment practices and procedures, including inservice training; promotion; job qualifications, descriptions and responsibilities; grievance procedures; employee evaluation; physical fitness policy; personnel records; benefits, holidays, leave and work hours; basis for determining salaries; disciplinary procedures; retirement; resignation and termination; staff-resident relationships; and equal employment opportunity provisions. (Essential)

DISCUSSION: The facility's personnel policy should reflect its operational philosophy and should cover all areas relevant to the welfare of personnel and the facility.

9075 The facility administration distributes a copy of all personnel policies and regulations to each employee, and/or makes them available to all employees; each employee signs a statement acknowledging receipt of the personnel policies and regulations and his or her responsibility for being aware of their contents. (Essential)

DISCUSSION: Each facility employee should receive a copy of the personnel policies and regulations of the facility/agency at the time of employment, or have access to all such policies and regulations, including new policies as they are instituted. Signing a statement acknowledging receipt of and responsibility for the policies and regulations should follow an orientation session at which personnel staff explain, review and answer all questions pertaining to employee responsibilities.

9076 The administrator reviews the facility's personnel policy annually and submits recommended changes to the parent agency or governing board. (Essential)

DISCUSSION: To ensure equitable and consistent treatment for all employees, personnel regulations should be in writing and should be reviewed and updated annually. Because many of the personnel regulations are established by the jurisdiction of which the youth facility is a part or by the governing board, the facility administrator should work closely with the personnel board of the jurisdiction or the personnel committee of the governing board.

9077 All assigned positions within the facility are reexamined at least annually, by the administrator to ensure that organizational objectives are being met. (Essential)

DISCUSSION: Organizational goals and objectives should be regularly reviewed because of changes in priorities and differences in emphasis over time. Accordingly, the administrator should constantly assess positive functions within the facility for relevance and ensure that personnel assigned to these functions are evaluated in terms of performance.

9078 The facility administration has an affirmative action program that complies with statutes and government regulations and has been approved by the appropriate authority. (Essential)

DISCUSSION: An affirmative action program ensures that all persons are able to compete equally for entry into and promotion within the facility. This program should be designed to seek out qualified minority personnel and women and encourage their participation in the staff development program of the facility.

9079 The facility administration can document the implementation of its affirmative action program, showing annual reviews and necessary changes required to keep it current. (Essential)

DISCUSSION: It is essential that the facility can demonstrate implementation of its affirmative action plan through personnel records that reflect increases in the hiring and promotion of minority groups and women. At least an annual review of the affirmative action program should ensure continued compliance.

9080 Where paraprofessionals are employed, written policy and procedure establish career lines for their advancement and provide guidelines for staff supervision. (Essential)

DISCUSSION: Many tasks can be accomplished by persons not having previous professional training or experience. Facility training programs and adequate supervision can ensure that these tasks are accomplished competently. The use of paraprofessionals conserves resources and allows professional personnel more time to accomplish tasks for which they are best qualified.

9081 The facility administration has a policy which does not categorically exclude employment of ex-offenders. (Essential)

DISCUSSION: The facility should have a written policy that does not exclude the employment of qualified ex-offenders. Agencies should encourage business and industry to employ the ex-offender, and should, likewise, also employ qualified ex-offenders.

9082 Written policy specifies that equal employment opportunities exist for all positions. (Essential)

DISCUSSION: Men and women should have equal opportunities to compete for any position within the facility. The only exceptions should be those that meet the criteria in Section 704(b) of Title VII of the Civil Rights Act. An agency independent of the facility should determine when exceptions apply.

9083 The facility administration maintains a current, accurate and confidential personnel record on each employee. (Essential)

DISCUSSION: A personnel record on each employee should contain, at a minimum: initial application, reference letters, appropriate results of employment, investigations, verification of training and experience, wage and salary information, job performance evaluation, incident reports, commendations and disciplinary actions, if any. This information should be reliable, accurate and current. All employee records should be confidential subject to existing state and federal law.

9084 Written policy and procedure ensure the confidentiality of the personnel record by restricting its availability only to the employee who is the subject of the record and to other agency employees who have a need for the record in the performance of their duties. (Essential)

DISCUSSION: Employee records should be protected against unwarranted examination. Agency policy should specify both those persons authorized to use confidential personnel records and the purposes for such use. Appropriate guidelines are stated in the Privacy Act of 1974.

9085 Written policy and procedure exist whereby employees can challenge information in their personnel file and have it corrected or removed if it is proven inaccurate. (Essential)

DISCUSSION: Employees should be permitted to review their personnel file to see that it is current and to check for omission and inaccuracies. Written procedure should specify means for correcting discrepancies.

9086 The facility administrator is appointed by the chief executive officer or governing board of the parent agency. (Essential)

DISCUSSION: Because the chief executive officer or governing board of the youth facility's parent agency is responsible for the overall functioning of the facility, that individual or group should select the administrator of the facility.

9087 The qualifications, authority, tenure and responsibilities of the facility administrator are specified by statute or by the governing board of the parent agency. (Essential)

DISCUSSION: Explicit definition is necessary to ensure both that minimum standards are met and that there are no opportunities for political interference with appointments of the facility administrator. These should be specified by statute or by the governing board of the parent agency.

9088 The education and experience qualifications of the facility administrator are specified in writing by the appointing authority and include: a baccalaureate degree in one of the social or behavioral sciences or a related field; two years of experience working with juveniles; and three years in staff supervision and administration. (Essential)

DISCUSSION: An administrator must have sufficient education to handle a variety of complex tasks, which include an understanding of legislation and relevant case law, the ability to learn and use basic management principles, understand fiscal processes, work with public officials, express oneself logically, and use all relevant information in decisionmaking.

9089 The term of office of the facility administrator is continuous and may be terminated only by the appointing authority for good cause and subsequent to a formal and open hearing on specific charges, if requested. (Essential)

DISCUSSION: Continuous tenure and termination only by the appointing authority for cause provides stability to the office of the agency administrator and reduces political interference. Many of these positions are no longer covered by civil service provisions. Formal and open hearings on specific charges protect the administrator from unjustified removal, but at the same time, make a change possible when appropriate.

9090 Heads of departments of the facility are qualified professionals in their fields. (Important)

DISCUSSION: The fields of education, theology, recreation, social work, library science, medicine, dentistry and psychology require specific preparation to adhere professional status. Staff working in these fields in the facility should be qualified by such standards.

9091 The facility and/or parent agency administration systematically determines personnel requirements in all categories of employees working directly with juveniles in order to ensure resident access to staff and availability of services. Personnel requirements are reviewed at least annually, or more often if needed. (Essential)

DISCUSSION: Determination of staff requirements should not depend solely on resident population. Workload ratios also should reflect factors such as legal requirements, goals to be accomplished, character and needs of youth supervised and other duties required of staff. Staff workloads should be sufficiently low to provide residents access to staff and effective services.

9092 Written policy and procedure provide for provisional appointments to ensure the availability of personnel for short-term, full-time or part-time work in emergency situations. (Important)

DISCUSSION: Civil service or merit system requirements should be modified for limited part-time or short-term employment during vacation periods, times of excess resident populations, and other emergency situations requiring additional personnel. However, those in the reserve pool should meet specified education, experience and personal qualifications even though these may be less stringent than required for full time permanent service.

9093 Written policy outlines experience and education substitutes for position qualifications. (Essential)

DISCUSSION: In cases where a person is highly qualified by reason of experience but does not possess the academic training required by the job description, a substitution of experience should be permitted, however the experience must be directly related to the position sought. Similarily, there are cases where education may be substituted for experience.

9094 Written policy and procedure provides that employees are appointed initially for a probationary term of not less than six months nor more than one year. (Essential)

DISCUSSION: Employee performance during the probationary period should be evaluated at least every two months, and the employee should be given the opportunity to discuss the evaluation. Forms for evaluation of employee performance should be developed and used. Persons not performing satisfactorily should be terminated during the probationary period. Employees transferring between facilities in the same system should not be required to repeat a probationary period.

9095 After a probationary period, permanent status is granted to facility employees; termination or demotion is permitted only for good cause and subsequent to an open and formal hearing on specific charges conducted by a civil service commission or other career service organization, if requested, after all formal grievance mechanisms have been exhausted. (Essential)

DISCUSSION: Termination or other adverse personnel actions should be open based on formal hearings and specific charges and processed before an independent organization to ensure fairness. In the case of a private agency, a personnel committee of the governing board may serve as a hearing body.

9096 Written policy and procedure provide for a written annual performance review of all employees, which is based on defined criteria and is reviewed and discussed with the employee. (Essential)

DISCUSSION: Annual evaluations may improve individual and organizational performances. To be effective, reviews should be objective and based on specific job criteria and performance standards. The results of the evaluation should be discussed with the employees.

9097 There is a written grievance procedure for employees, which is available to them and which has been approved by the parent agency. (Essential)

DISCUSSION: The facility should indicate specifically the procedure an employee can undertake when a grievance exists, identifying, at a minimum, the hearing body and provisions for appeal, if any. The written grievance procedure should be distributed and explained to all new employees at the time of orientation.

9098 Salary levels and employee benefits for all facility personnel are competitive with other parts of the juvenile justice system and with comparable occupational groups in the public and private sector. (Essential)

DISCUSSION: Competitive salaries and attractive benefits are necessary to recruit and retain high caliber staff. Salary ranges should provide for regular increases based on merit and should be adjusted annually to reflect changes in the cost of living. To encourage mobility and the exchange of personnel among elements of the juvenile justice system, efforts should be supported that would permit certain benefits, e.g. pension, accumulated vacation and sick leave, to accompany the employee from one facility or agency to another.

9099 Written policy and procedure provide for merit pay increases for outstanding job performance or special achievement. (Important)

DISCUSSION: Merit pay increases are excellent means for rewarding outstanding job performance individual academic achievements and completion of specific training. They stimulate employee self-improvement and morale. To ensure fairness and consistency, awards should be made according to written guidelines, which are available to all employees and reviewed annually.

9100 Written policy and procedure provide for lateral entry as well as promotion from within the organization. (Important)

DISCUSSION: Any individual with the required education, experience and background should be eligible to enter the institution at the level at which the person is qualified. While the facility's personnel policies should emphasize promotion from within, they also should provide for lateral entry across jurisdictions to obtain the best qualified persons to fill positions.

9101 Written policy and procedure ensure that consultants, contract personnel and volunteers who work with juveniles comply with the facility's policies on confidentiality of information. (Essential)

DISCUSSION: The facility administration should specify in writing what types of information are confidential between worker and resident, what types of information should be shared with other facility personnel, and what type of information can properly be communicated to others outside the facility. Outside workers should agree in writing to respect these policies.

9102 Written policy and procedure provide that employees are reimbursed for all approved expenses incurred in the performance of their duties. (Essential)

DISCUSSION: Procedures should be established and funds provided to ensure that the facility personnel are reimbursed promptly for approved expenses they incur in the performance of their duties.

Training and Staff Development

Public and Private Agencies

9103 Written policy and procedure provide that the facility administrator is responsible for continuing pre-service and in-service staff training programs. (Essential)

DISCUSSION: Although responsibility for carrying out training may be delegated, ultimate accountability should be with the facility administrator. However, it is recognized that the administrator is dependent upon resources from the parent agency to carry out this responsibility.

9104 Written policy and procedure provide that the facility's training programs for all employees are coordinated and supervised by a qualified staff member, at a supervisory level. (Essential)

DISCUSSION: A full-time staff person, possibly in the parent agency should have responsibility for planning and implementing the training program and coordinating it with other employee programs. The program should consider the physical characteristics of the facility, its overall mission and types of residents served. In facilities with more than 50 employees, a staff member should be assigned full time to the training function.

9105 The training and staff development program is developed and directed by individuals who have received specialized training as trainers. (Essential)

DISCUSSION: The development of facility staff is an important responsibility of the administration. The facility training program is a great asset in achieving this task, although training may be conducted through an academy or actual training unit. Only trainers with specialized training should develop and direct the training program.

9106 There is a written training and staff development plan for all facility employees. (Essential)

DISCUSSION: Provision should be made for training all employees, using a written plan with specific goals and timelines for each training unit. The plan should be reviewed annually.

9107 Written policy and procedure provide that all full-time employees receive 40 hours of orientation prior to job assignment and at least an additional 40 hours of

training during the first year of employment; provisions acknowledge and give credit for prior training received. (Essential)

DISCUSSION: All new employees in the facility, regardless of status or title, should have at least 40 hours of general orientation to the policies, organizational structure, programs and regulations of the facility and parent agency. This training should be given before the employee receives a job assignment. If the employee has had training in these areas prior to employment, the employee should not be required to repeat it. An additional 40 hours of training that relates specifically to the employee's job assignment should be provided in the first year.

9108 Written policy and procedure provide that all full-time employees continue to receive a minimum of 40 hours of training each year after the first year. (Essential)

DISCUSSION: Ongoing training enables employees to sharpen their skills, familiarize themselves with new developments in the field and reinforce their knowledge and understanding of the fundamentals of their job. Retraining provides employees an opportunity to exchange experiences, define problems from the perspective, and communicate to the administration issues of special concern.

9109 All part-time staff and volunteers working less than 40 hours per week receive training appropriate to their assignments; volunteers working the same schedule as full-time, paid staff receive the same training as full-time staff. (Essential)

DISCUSSION: Since they are under the supervision of full-time staff, part-time staff and volunteers who do not have full-time staff assignments, should receive training specific to their particular function. In cases where volunteers function as full-time staff, however, they must receive the same training as provided full-time, paid staff.

9110 Written policy and procedure provide that all full-time staff or volunteers who work in direct and continuing contact with residents receive 80 additional hours of training in their first year of employment which covers, at a minimum:

Human relations and communication skills;
Crisis intervention;
Special needs of youth;
Problem-solving and guidance;
Facility's philosophy for handling troubled youth;
Resident rules and regulations;
Rights and responsibilities of residents;
Grievance and disciplinary procedures;
Security procedures;
Physical restraint procedures;
Supervision of residents;
Report writing;
Significant legal issues;
Interaction of elements of the juvenile justice system;
Relationships with other agencies;
Fire emergency procedures; and
First aid and life-sustaining functions. (Essential)

DISCUSSION: Employees or full-time volunteers who work in direct and continuing contact with juveniles require training in providing for the safety of staff and residents, in facilitating interpersonal relationships, and in understanding the lifestyles of the juveniles in their care. Such training will assist them in effectively supervising residents and should be included in ongoing training curriculum. Where needed, staff should receive additional training in recognizing and working with juveniles who are mentally retarded or who manifest learning disabilities or emotional disturbances. (See related standards 9225, 9271, 9272, 9314 and 9358.)

9111 All personnel who work with residents confined separately from the total population receive specialized training. (Essential)

DISCUSSION: Staff members assigned to work with residents who have been removed from the population for reasons of discipline should receive continuous training that will enable them to implement new knowledge and techniques for working with these residents.

9112 Written policy and procedure provide that the facility's administrative and managerial staff receive at least 40 hours of additional training each year. (Essential)

DISCUSSION: Administrative and managerial staff should receive training that enables them to respond effectively to problems and that facilitates rapport with all facility employees. This training covers, at a minimum, administrative and management theory and practice, decision-making processes, labor law, employee-management relations, the interaction of elements of the juvenile justice system, and relationships with other agencies.

9113 Where there is a full-time training director, there is an advisory training committee composed of the training director and a representative of each department. (Important)

DISCUSSION: An advisory training committee should be established to keep the facility administrator advised of training policies, procedures, and needs for facilities and equipment. The committee also should provide the administrator an assessment of the components of the training program. The advisory training committee should be responsible for developing the training plan for the facility and should meet at least quarterly to review progress and resolve problems. It should maintain a written record of its deliberations, which should be submitted to the administrator.

9114 Library and reference services are available to complement the training and staff development program. (Important)

DISCUSSION: Staff training programs require employee access to library services. Reference materials should be made available and readily accessible. If materials are not available, arrangements should be made to acquire them from other facilities, e.g. a juvenile justice clearinghouse.

9115 Space and equipment required for the training and staff development program are provided. (Essential)

DISCUSSION: Facilities for the training and development should be easily accessible to the staff, free from distracting noise or resident observation, and large enough to accommodate 20-30 employees for classroom instruction. Separate locations should be provided for physical training. Equipment should be provided for audio-visual presentations.

9116 The budget includes funds for reimbursing eligible staff for additional time spent in training or for replacement personnel when training occurs on the job. (Essential)

DISCUSSION: It is not always practical to release personnel for training purposes during duty hours. Funds should be available to compensate eligible staff, such as non-exempt employees, for time spent in training. Where officers are taken off the job for training, there should be sufficient funds to pay replacement personnel.

9117 The training and staff development program uses the resources of other public and private agencies, private industry, colleges and libraries. (Important)

DISCUSSION: The facility should explore what outside resources are available to guide and assist it in administering its training program. College and university faculty may be of assistance in developing training courses and curricula, and in formulating techniques for evaluating the staff development program. Other agencies, such as large corporations, state libraries, and federal agencies may provide assistance and even materials and equipment.

9118 The facility training and staff development plan provides for an annual formal evaluation of all in-service training programs, as well as those conducted in academic and community settings. (Essential)

DISCUSSION: Staff development programs should be evaluated at least annually to determine whether all components are having a positive impact on the attitudes, knowledge and skills of the trainees. Program evaluation is helpful in planning new programs and in modifying existing ones. Input should be sought from the trainees, supervisors and juveniles in the program, where appropriate.

9119 Written policy and procedure encourage employees to continue their education. (Important)

DISCUSSION: Opportunities should be provided for employees who wish to continue their education to do so. Where possible, college credit should be arranged for these employees. Every effort should be made to coordinate educational activities with staff responsibilities. The facility's training and staff development program should promote and support employee participation on outside workshops, seminars and other formal education programs.

9120 The facility provides administrative leave and reimbursement for employees attending selected professional meetings, seminars and similar work-related activities. (Essential)

DISCUSSION: Outside training and educational programs may provide new ideas and insights into the treatment and management of residents. The facility should encourage participation in these activities and should include in its budget adequate funds for this purpose.

Planning and Coordination

Public and Private Agencies

9121 The agency has a written set of long-range goals and policies which are developed with the parent agency and reviewed at least annually. (Essential)

DISCUSSION: As with any effective organization, administrators need to articulate long-term goals, objectives and policies which are reassessed periodically, and they need to ensure that steps are taken to achieve these goals. The planning process begins with an assessment of present status and future goals. The agency can document practical and specific plans to realize these goals.

9122 The agency administrator is responsible for the planning function. (Essential)

DISCUSSION: Although some responsibility and authority for planning may be delegated to subordinate units, the administrator is ultimately responsible for this function.

9123 The facility's planning, budgeting and program management functions are inter-related, and are all linked directly with objectives. (Essential)

DISCUSSION: Planning should not be conducted in a vacuum. Coordination conserves resources, enhances public safety and permits more effective delivery of services to residents.

9124 The facility administrator and designated staff monitor, at least annually, progress toward achieving previously identified objectives. (Essential)

DISCUSSION: All facility programs and services are defined and classified in terms of specific action programs, with their costs, objectives and expected outcomes identified. Periodic program evaluations can identify the productive and non-productive programs, and can indicate the need for re-ordering priorities or restricting programs.

9125 The facility administrator officer or designated staff participcetes in federal, state, and regional planning efforts with both juvenile justice and non-juvenile justice agencies. (Important)

DISCUSSION: The facility should be represented in all juvenile justice planning efforts to ensure that its interests will be served and that it will have an opportunity to set directions for the future. Facility participation in the planning activities of community coordinating councils and educational, social, religious, charitable and other non-juvenile justice organizations can help create greater community support for the facility, enhance working relationships, and conserve community resources.

9126 The agency continuously assesses its personnel needs and plans for recruitment, training and staff development. (Important)

DISCUSSION: Personnel planning is not substantially different from planning for other requirements. The agency should determine the types and numbers of personnel who will be required in the future and what skills they should have. Future need should be measured against current or projected availability of such personnel. The agency should design education, training and recruitment programs to develop future personnel.

Management Information Systems

Public and Private Agencies

Note: An information system may be very sophisticated, using modern computer technology, or it may be relatively simple, using manual counting systems; the goal of either system is to provide statistical information for use in making management decisions.

9127 The facility has access to and uses an organized system of information retrieval and review that is part of an overall research and decision-making capacity. (Essential)

DISCUSSION: Management information systems facilitate decision-making, research and timely responses to offender needs and outside inquiries. They also help ensure protection of the public and efficient and effective use of resources. These functions often are provided by a division of a state-wide system. If the parent agency does not provide these functions, the facility should assign selected personnel to these tasks and should provide them adequate training.

9128 The facility establishes or participates in the establishment of policies and procedures for collecting, recording, organizing, processing and reporting data developed for management information purposes. These policies are reviewed at least annually. (Essential)

DISCUSSION: Although these tasks may be assigned to others, the chief executive officer is ultimately responsible for their accomplishment and should review all aspects of the management information system at least annually for relevance, completeness, effectiveness and efficiency.

9129 Policy and procedure for collecting, recording and processing data are thorough, uniform and precise. (Essential)

DISCUSSION: It is essential that the facility's policies and procedures be systematic rather than ad hoc and random. Uniform definitions should apply to all like data. Standard procedures should be established and specified in writing.

9130 Using facility goals and objectives as guidelines, facility staff identify information needs prior to the collection of data for the management information system. (Essential)

DISCUSSION: The information system should have the capacity to deliver two basic types of information: 1) Standard information consisting of the data required for management control, such as the numbers of admissions in the facility at a given time, facility caseload levels and payroll data; and 2) Demand information, consisting of information that can be generated when a report is required, such as the number of admissions or releases during a 12 month period by offense, length of stay and type of release. The chief executive officer should be aware of the capabilities and limitations of the system and should ensure that the information required for successful operation is obtained.

9131 Written policy and procedure govern the security of the information and data collection system, including verification, access to data and protection of the privacy of residents and staff. (Essential)

DISCUSSION: Procedures should be specified not only for verifying data before they are entered into the system, but also for determining what data are required. Written policy should specify those persons who have access to the information system.

9132 The facility administrator receives regular reports from those responsible for the information system and research programs. (Essential)

DISCUSSION: Those in charge of the facility's information system, related data collection and research program should report to the chief executive officer at least monthly. Appointment of a single director to be responsible for the information system and research efforts may facilitate the reporting procedures.

9133 The facility or its parent agency collaborates with juvenile justice and service agencies in information gathering, exchange and standardization. (Important)

DISCUSSION: System-wide collaboration is critical to efficient and effective management. The key to effective collaboration is standardized and shared information. Duplication of effort and costs often can be avoided or reduced by exchange of information. While it is important that facilities share information, it is also vital that they respect the confidentiality and privacy of resident records.

9134 There is a single master file identifying all residents committed or assigned to the facility. (Essential)

DISCUSSION: The facility should maintain an up-to-date master file identifying all residents who are on the grounds, temporarily off the grounds, in a satellite unit, or who have escaped. Information on the status and whereabouts of each resident should be readily available to administrative and supervisory personnel so that security and control can be maintained and, where appropriate, accurate information provided outside agencies.

9135 The institution maintains a daily report of resident population movement. (Essential)

DISCUSSION: Accurate and current information should be kept on how many residents are in the institution, their names, numbers and housing assignments. Official daily movement sheets should detail the number and types of admissions and releases each day and the count at the close of the day. These daily reports provide an accurate accounting of the whereabouts and current status of all residents.

9136 The facility periodically prepares a written evaluation of its policies and practices regarding the collection and retention of information pertaining to the residents. (Essential)

DISCUSSION: In order to determine whether information about the residents is being properly collected, retained and evaluated, it is necessary periodically to review the facility's policies and practices regarding information management. A periodic audit ensures that they are updated and reflect changing conditions and requirements. Also, it provides public accountability and a means for assessing the facility's concern for the interests of the residents and the cost to the public.

Records

Public and Private Agencies

9137 Written policy and procedure regulate the management of case records. (Essential)

DISCUSSION: Case records are crucial to facility program planning, implementation and evaluation. The orderly collection, recording, management and maintenance of data on residents is essential for program administration. Sufficient staff and equipment should be provided to ensure that resident files are kept accurate and current. Written policy should provide for the security of case records.

9138 The facility administration maintains a record on each resident, which is available in a central file, and includes, at a minimum the following information:

Name, age, sex, place of birth, race or nationality;
Initial intake information form;
Documented legal authority to accept resident;
Information on referral source;
Case history/social history;
Medical record;
Medical consent forms;
Name, relationship, address and phone number of parent(s)/guardian(s) and

person(s) juvenile resides with at time of admission;
Driver's license number, social security number and medicaid number, where applicable;
Court and disposition;
Individual plan or program;
Signed release of information forms;
Progress reports on program involvement;
Program rules and disciplinary policy signed by resident;
Grievance and disciplinary record;
Referrals to other agencies; and
Final discharge or transfer report. (Essential)

DISCUSSION: The resident's case history file should contain all legal documents and correspondence relating to the resident and all progress and other reports made during the length of stay. All data in the field should be verified, and confidentiality should be maintained. (See related standard 9448.)

9139 The contents of case records are identified and separated according to an established format. (Essential)

DISCUSSION: Prescribed means for identifying and separating the contents of case records assist staff in locating information, in filing reports properly and in identifying gaps in information.

9140 The responsible staff member makes all entrees into the case records assigned to him/her, and dates and signs each entry. (Essential)

DISCUSSION: It is essential that all information in the case records include the dates of entry and the signature of the staff member who recorded it. This procedure will enable the staff members who use this information to assess the relevance of the entries in evaluating the resident's progress. Also, it ensures that the persons who make the entries are accountable for them.

9141 A report is prepared at the termination of program participation which reviews the resident's performance in the program. (Important)

DISCUSSION: Based on an exit interview, a final report should be completed for each resident who is released from the facility to summarize activities which occurred during his/her length of stay in the program, unusual occurrences, the staff's assessment of the reasons for the successful or unsuccessful outcome and the basis for releasing the resident. Termination reports may serve as learning tools for the facility as well as for the individual staff member.

9142 Written policy and procedure govern case record management and include, but are not limited to, the establishment, utilization, content, privacy, security, preservation, and timely destruction of case records. These policies and procedures are reviewed annually. (Essential)

DISCUSSION: Case records are essential to facility planning, implementation and evaluation of programs. The orderly recording, management and maintenance of data increase the efficiency and effectiveness of service delivery to the courts, release authorities and offenders.

9143 Case records are safeguarded from unauthorized and improper disclosure. (Essential)

DISCUSSION: A resident's constitutional right to privacy can be violated if case files are improperly disseminated. The facility should establish procedures to limit access to case records to persons and public agencies that have both a "need to know" and a "right to know," and that can demonstrate that access to such information will serve a juvenile or criminal justice purpose. Guidelines should be in accordance with the Privacy Act of 1974 and the U.S. Justice Department, Criminal Justice Information Systems Regulations.

9144 All case records are marked "confidential" and kept in locked files which are also marked "confidential." (Essential)

DISCUSSION: Federal law provides absolute confidentiality of records which contain confidential information about the residents and youths who were released. All records must be stamped "confidential" on the cover or outside folder as should the file cabinets in which they are kept.

9145 Written policy and procedure provide that where the information system is in any part computerized, the parent agency institutes security measures to ensure confidentiality. (Essential)

DISCUSSION: Necessary security should include employment of technologically advanced software and hardware designs to prevent unauthorized access, dedication of the computer to purposes solely related to criminal and/or juvenile justice, written policies governing computer operation, power to veto personnel with access to the computer, and the institution of procedures to reasonably protect any central repository of information.

9146 Written policy and procedure provide that, where required, a "Release of Information Consent Form" is signed each time by the resident, parent or guardian before a release of information about the resident is completed; a copy of the signed consent form is maintained in the youth's case record. (Essential)

DISCUSSION: Public Law 92-255, Section 408, requires confidentiality and protection of release of information pertaining to residents. This applies also to those juveniles on parole and those who have been discharged. Where statutorily required, judicial and correctional authorities involved in the case should be supplied information without consent forms being required.

9147 The "Release of Information Consent Form" includes:
Name of person, agency or organization requesting information;
Name of person, agency or organization releasing information;
The specific information to be disclosed;
The purpose or need for the information;
Date consent form is signed;
Signature of the juvenile and parent or guardian; and
Signature of individual witnessing juvenile's signature. (Essential)

DISCUSSION: The facility should prepare a consent form that complies with federal regulations and meets the specific needs of that agency.

9148 Consistent with statutes, written policy and procedure provide that individuals and agencies may have access to records for the purpose of research, evaluation and statistical analysis in accordance with a formal written agreement which: authorizes access, specifies use of data, and ensures confidentiality and security. (Essential)

DISCUSSION: Access to records for legitimate research purposes should only be hindered to the extent necessary to protect confidentiality. The agreement should be executed by the parent agency and the person(s) undertaking the research, after consultation with the facility involved.

Research and Evaluation

Public and Private Agencies

9149 The facility has specific, written definitions of its criteria for evaluating its overall performance. (Essential)

DISCUSSION: The facility administration should have evaluation criteria developed that consider the nature of events to be counted, categorization of behaviors and types of change to be included, and duration of the follow-up period. Measures of successful program completion should be developed along with measures of problems within the facility, such as disturbances, escapes, assaults on staff and disciplinary actions.

9150 The facility or parent agency supports and engages in research activities relevant to its programs. (Important)

DISCUSSION: Research can assist the facility in establishing goals, objectives and plans for the future. Controlled experiments, evaluations and policy research, can contribute to more efficient and effective facility operations, conservation of resources and increased public safety.

9151 The facility permits, encourages and uses research conducted by outside professionals. (Important)

DISCUSSION: Because of time and personnel constraints, it is impractical for most correctional facilities to carry out internally all research needed. They should therefore, contract with responsible outside professionals. Often the facility will be asked to participate in research activities by other public agencies. To the extent that outside research activities do not interfere significantly with facility operations and useful results are anticipated, such activities should be encouraged.

9152 The facility administrator reviews all research designs prior to the start of research. (Important)

DISCUSSION: Research should not be permitted to proceed until the research design and the requirements of facility staff are understood fully.

9153 Operational personnel assist research personnel in carrying out research and evaluation. (Important)

DISCUSSION: A partnership between operational and research personnel is required to determine research needs, establish priorities, and assist in design, data collection, assessment and evaluation.

9154 To supplement the fiscal resources made available by its own jurisdiction, the facility or parent agency seeks financial support for research from public and private funding agencies. (Important)

DISCUSSION: Funds for both internal research and research by outside agencies are available from a variety of public and private sources. These funds may supplement existing resources to meet research needs.

9155 Policy and procedure govern the conduct of research in the facility to ensure compliance with state and federal guidelines and agency policy on the use and dissemination of research findings. (Important)

DISCUSSION: Persons doing research in the facility should be informed of the policies relating to their research, particularly as they relate to the confidentiality of the information obtained. Research results should be available to the facility administrator for review and comment prior to dissemination. Regardless of the nature of the findings, they should be published in order to avoid duplication of effort and to share knowledge which may benefit the field.

Physical Plant

Public and Private Agencies

Note: The following standards apply, as indicated, to both existing and new facilities. Training schools or special purpose institutions not in compliance with *minimum standards for existing facilities* must be renovated or remodeled to meet these standards. It is preferred, however, that existing facilities be remodeled to meet *new facility standards*.

Existing Facilities

9156 The facility administration conforms to all applicable zoning ordinances or, through legal means, is attempting to comply with or change such laws, codes, or zoning ordinances. (Essential)

DISCUSSION: Most agencies must comply with zoning ordinances before they are permitted to move into a facility. However, it is recognized that some agencies receive provisional approval based upon hearings, appeals, and changes in ordinances, and use of a facility. If such is the case, the agency must show that it is making efforts to comply.

9157 The facility administration conforms to all applicable state and local building codes. (Essential)

DISCUSSION: Often a state or local jurisdiction will license a facility which indicates compliance with all building codes. In those cases where a license is not issued, letters or certificates of compliance are acceptable. In the event the agency is not subject to local (city and/or county) building codes, state codes will be applied to the agency. In the event state codes are not available or applicable, appropriate national codes will be applied to the agency.

9158 The facility administration complies with the regulations of the state or local fire safety authority, whichever had primary jurisdiction over the agency. (Essential)

DISCUSSION: Local or state fire codes must be strictly adhered to in order to ensure the safety and well-being of the residents. Reports of periodic inspections, and action taken with respect to these reports, must be available. In the event local and/or state codes are not applicable, the requirements of the National Fire Protection Association *Life Safety Code*, current edition, will apply.

9159 The training school operates with living units of no more than 20 juveniles each. (Essential)

DISCUSSION: The use of living units is considered more desirable for youth. Such units permit programs to be conducted on a smaller, more manageable scale with decisions about the youth in them being made by staff who are regularly assigned to the unit who know them best. Each living unit should provide for personalization of living space.

9160 The population using housing or living units does not exceed the designed or rated capacity of the facility. (Essential)

DISCUSSION: The original blueprints, or most recent revisions, for the facility should be examined to determine its designed capacity. In no case should the current use of the living units exceed designed use standards.

9161 If the facility is on the grounds of any other type of corrections facility, it is a separate, self-contained unit. (Essential)

DISCUSSION: If the facility is located on property shared with another corrections facility, such as a detention facility, it should be separately administered with a completely separate program.

9162 Special purpose institutions do not exceed a bed capacity of 50 residents. (Essential)

DISCUSSION: A ranch or camp provides a placement away from the immediate community. With a capacity of 50 as a maximum, some of the formal, custodial aspects of a training school are avoided and yet the population is large enough to suggest such program components as school and recreation within the facility.

9163 All housing and activity areas provide for, at a minimum:

Lighting of at least 30 foot candles in all housing and all activity areas;

Circulation of at least 10 cubic feet per minute of fresh or purified air for each person occupying the facility;

Toilets, showers and wash basins accessible to residents in all housing and all activity areas;

Wash basins, with hot and cold running water, and drinking fountains available to residents in all housing and all activity areas; and

A heating system and all equipment required to ensure healthful and comfortable living and working conditions for residents and staff. (Essential)

DISCUSSION: There should be sufficient air, lighting and sanitary facilities to ensure the health of residents. A minimum of 30 foot candles of light is necessary for prevention of eye fatigue and eye strain. Windows should constitute at least eight percent of the facility's wall area.

9164 If the facility houses male and female juveniles, space is provided for co-correctional activities. (Important)

DISCUSSION: There should be a preference for training programs being co-correctional. To experience normal growth and development, juveniles require opportunities to socialize with peers of both sexes.

9165 The facility administration can document efforts to provide transportation, where it is not available to the facility. (Important)

DISCUSSION: The training school should be accessible to major centers of population by public transportation. Where this is not the case, efforts should be made to provide transportation for residents by facility staff and to encourage public transportation routes to the facility.

9166 There are no dormitory living units in training schools. (Important)

DISCUSSION: Dormitories of over five youth do not meet the special needs of the detained juvenile and proper supervision is difficult when several juveniles occupy the same room. Individual rooms provide greater personal safety, allow for the personalization of living space and provide greater control over personal possessions.

9167 Where used in special purpose institutions, dormitories house no more than 25 residents each, and have:

At least 10 cubic feet of fresh or purified and recirculated air per minute for each person occupying the dormitory;

Access to hot and cold running water;

Adequate toilet and shower facilities;

Locker for each individual;

Lighting of at least 20 foot candles;

A minimum floor area of 50 square feet per resident and a clear floor-to-ceiling height of eight feet;
Noise levels low enough so as not to interfere with normal human activities;
No double or triple bunking; and
Clear observation/supervision lines of sight for staff. (Essential)

DISCUSSION: Where dormitory housing cannot be avoided, the number of juveniles per dormitory should be kept low. Living conditions may be enhanced by placing partitions between beds or by increasing the space between beds as much as possible. Chairs and desks should be provided for reading and writing.

9168 If multiple occupancy rooms are used, they do not exceed five beds per living unit of 20 capacity, and provide 50 square feet of floor space per resident; occupants are carefully screened prior to admission, and observation by staff is possible at all times. (Essential)

DISCUSSION: Some younger juveniles may adjust better if they can share a room with others near their own age. Such multi-occupancy rooms should constitute a minority of the facility's bedspace, and not exceed 25 percent of any living unit. Staff should provide constant visual observation of these rooms. (See related standard 9170.)

9169 In training schools there is one resident per sleeping room which has a minimum of 70 square feet of floor space; special purpose institutions which have individual sleeping rooms meet this requirement for these rooms. (Essential)

DISCUSSION: Individual sleeping rooms are necessary to ensure a reasonable amount of privacy and safety to the resident. In secure training schools or secure cottages in training schools, stress is quite severe because of the limits on freedom of movement and privacy. Therefore, the space dimensions listed above are essential to facility operation.

9170 Sleeping rooms have, at a minimum:
Toilet facilities unless there is already access to them on the unit;
Wash basin with hot and cold running water, unless there is already access to one on the unit;
Lighting of at least 30 foot candles at desk level which is both occupant and centrally controlled;
Circulation of at least 10 cubic feet of fresh or purified air per minute;
Acoustics that ensure noise levels that do not interfere with normal human activities;
Standard size bed and mattress;
Natural light;
Writing desk and chair; and
Clothes closet. (Essential)

DISCUSSION: Sensory deprivation should be reduced by providing a variety in terms of space, surface texture and color. Natural lighting from windows should be provided in each individual room. Furnishings should be safe and secure.

9171 The sleeping area provides some degree of privacy. (Important)

DISCUSSION: Residents of the program should be provided some degree of privacy in the sleeping area, since this is often the only place in the facility where privacy can be found. Arrangements of furniture and room dividers can be implemented to help provide privacy. Each living unit should provide for personalization of living space.

9172 Male and female residents do not occupy the same sleeping room. (Essential)

DISCUSSION: Residents should be segregated by sex in sleeping rooms, although they may be housed in the same living unit.

9173 All facility rooms are heated and ventilated without devices that create supervision problems. If air conditioning is used, ventilation is available in the event of a power failure. (Essential)

DISCUSSION: Where the climate warrants, individual rooms which cannot be adequately ventilated by other means should be air conditioned. When ventilation systems fail there should be back-up power sources or alternate means of ventilation. (See related standards 9157 and 9163.)

9174 At least 30 square feet of clear space per youth is provided in the day room on each living unit. (Essential)

DISCUSSION: The day room is the living room or lounge for each living unit and may be divided into two or more rooms, such as a quiet room for use by residents wishing to read or conduct activities requiring separate space. The day room should contain the television, radio or other leisure time equipment. It should be furnished in a living room style, with pictures and other decorations.

9175 Each training school living unit provides:
One toilet for every five residents;
One wash basin for every five residents;
One shower for every five residents;
A bathtub in the facility available to all residents; and
Access to a drinking fountain by residents and staff. (Essential)

DISCUSSION: Plumbing in detention living units should provide for increased usage during breaks in the daily program.

9176 Water for showers is thermostatically controlled. (Essential)

DISCUSSION: Temperature controls are essential to the safety of residents.

9177 The total indoor activity area, which includes the gymnasium, multipurpose room(s), library, arts and crafts room(s) and all other leisure areas outside the living unit provides space equivalent to 100 square feet per resident. (Essential)

DISCUSSION: Space required for living units, day room, dining room and school classrooms is stated specifically in other standards, as are outdoor space requirements.

9178 There is at least 15 square feet of floor space per person for those occupying the dining room or dining area. (Essential)

DISCUSSION: In addition to provisions for the maximum number of juveniles that utilize the dining area, allowance should be made for staff or guests who may use the dining area at the same time.

9179 Where the facility provides food service, the kitchen has at least 200 square feet of floor space. (Essential)

DISCUSSION: Excluding the food storage area, kitchen floor space should be the equivalent of 10 square feet per resident; this may be reduced proportionally for larger facilities. Kitchen equipment and food storage facilities should be sufficient for the quantity of food prepared.

9180 For facilities offering an academic program, conventional academic classrooms, designed in cooperation with school authorities for a maximum of 15 pupils, have a minimum of 160 square feet for the teacher's desk and work area and 30 square feet per pupil. (Essential)

DISCUSSION: Because the teacher deals with individuals and small groups ranging from the fifth to the twelfth grades, more than the usual space is required. It is desirable to have a few individual booths where easily distracted juveniles can work alone and still be under the supervision of the teacher. One large table for active, short-term projects is also desirable. (See related standards 9177 and 9399.)

9181 For facilities offering a vocational program, each has a minimum of 50 square feet per youth. (Essential)

DISCUSSION: Some facilities may have a limited capacity for conducting vocational training programs. Wherever possible it is suggested that all such training be conducted outside the facility. The space required for this purpose will vary with the programs involved. If vocational shops are to be part of the program, each shop should have a minimum of 50 square feet per youth.

9182 There is a visting area which allows for privacy during visits. (Essential)

DISCUSSION: Relatives, approved friends and attorneys should be able to visit with the juvenile in a private area. This area may be the multi-purpose room, a recreation room or a conference room which is used for visiting at specified times. (See related standard 9177.)

9183 There is a minimum of one acre of outdoor recreation space for each 20 bed living unit. (Essential)

DISCUSSION: Exterior activity areas can be provided at the facility as well as at nearby community resources, wherever feasible. This will depend on location, program, cooperation with community and distance factors. If community resources are not available and sufficient outdoor space is available, it is important to provide an area for field sports and for relaxation.

9184 There is a separate indoor space for vigorous exercise in inclement weather; this space is no less than 30 by 50 square feet with a ceiling height of no less than 18 feet. (Essential)

DISCUSSION: An indoor activity area should be provided even in facilities of less than 50 residents. This may be a converted multipurpose room which is available at specified times for organized big-muscle activity. This is of particular importance when weather conditions do not permit the use of outdoor recreation areas. Larger facilities should provide a full gymnasium of a minimum size of 42 feet by 74 feet. (See related standard 9163.)

9185 Space is available for religious services. (Essential)

DISCUSSION: A multipurpose room may be used for religious services, provided there is access to this space when needed.

9186 Facilities of more than 20 residents have a central medical room with medical examination facilities. (Essential)

DISCUSSION: The dispensary should be located in a centralized but quiet spot. No juvenile, and particularly no juvenile who is ill, should ever be far away from immediate adult care. Very small facilities seldom need a medical room. The youth's bedroom should be used for termporary medical isolation or bed rest; the local hospital should be used for illness requiring nursing care, unless provided by the facility.

9187 There is interview space available near the living unit which includes a waiting area for the youth. (Important)

DISCUSSION: A disturbed juvenile waiting to see his or her counselor needs a place to wait (and sometimes to calm down) next to the office but away from his or her group. Use of such a room, with a door into the counselor's office, can save the counselor's time and make for more effective interviews. A small alcove can serve the same purpose.

9188 Staff offices are located so that staff are readily accessible to residents and there are no physical barriers separating residents from staff. (Essential)

DISCUSSION: Isolation of staff members reduces their effectiveness as professional personnel by discouraging interpersonal relationships.

9189 There are storage rooms on the units for clothing, bedding and facility supplies. (Essential)

DISCUSSION: Space should be provided in the facility to store and issue clean clothing and bedding and other facility supplies.

9190 There is a minimum of 20 cubic feet of storage space per youth for clothing, luggage and other effects not in continuous use. (Essential)

DISCUSSION: Locked storage space is essential to protect the belongings of each resident. Procedures should provide for youths to have access to their stored possessions. Also, storage space should be provided in the living units including shelf space for personal items, clothing, etc.

9191 Ample closets for cleaning supplies and equipment have good ventilation and are located in each principal area. (Important)

DISCUSSION: Maintenance of facility sanitation requires adequate consideration of janitorial needs.

9192 There is a written plan for preventive maintenance that is reviewed annually and updated if needed. (Essential)

DISCUSSION: Facility staff members should notify their supervisors or submit work orders to maintenance personnel to take appropriate action where required. A specific plan for preventive maintenance implemented by qualified staff or maintenance professionals, is necessary for safe and efficient operation. Regular care and inspection of equipment is essential.

9193 Designated exits in the facility permit prompt evacuation of residents and staff members in an emergency. (Essential)

DISCUSSION: At least two separate means of exit from the facility should be provided to ensure the safety of inmates and staff members. These exits should lead directly from the inmate living area to a hazard-free area, where adequate supervision should be provided. (See related standards in Safety and Sanitation.)

9194 Space is provided for administrative, professional and clerical staff, including conference rooms, employee lounge, storage room for records, public and lobby toilet facilities. (Essential)

DISCUSSION: Space should be provided for general administrative functions and for the comfort of the staff.

9195 Space is provided for all mechanical equipment. (Essential)

DISCUSSION: Sufficient space should be provided for equipment needed for heating, ventilating, air conditioning, water supply, waste removal, electricity, communications, etc. In smaller facilities, space for this equipment should constitute no more than 12 percent of all floor space. In facilities of up to 100,000 square feet, about 8 percent of all floor space should be allocated for this equipment.

New Facilities Only

9196 Written policy and procedure provide that the new training school or special purpose institution be constructed or the existing facility be expanded only after a needs evaluation study has been completed by the parent agency or other appropriate agency. (Essential)

DISCUSSION: Before any new training school or special purpose institution is constructed or an existing facility is expanded, an evaluation should be made by the parent agency to determine whether the need is clearly demonstrated, through an in-depth analysis of all pertinent factors. It may be that community-based residential facilities and non-residential programs are more appropriate to meet the needs of the population to be served.

9197 The facility location is designed with participation from the community in which it is to be located. (Essential)

DISCUSSION: The involvement of leading citizens should be enlisted; they should be informed individually of the purpose of training schools and services, the nature of the building and the program, and the extent of supervision and control. Once their support has been gained, they can then help to interpret the project to their neighbors. Publicity regarding the building site should stress the positive aspects of training schools.

9198 The training school is located to facilitate use of community-based services and continued contact between youth, family and friends. (Essential)

DISCUSSION: By locating youth training schools in or adjacent to the communities from which the population is drawn, isolation from the communities is minimized. Also, the residents can be reintegrated more easily into the community if they are provided visits from family and friends, home visits, opportunities to participate in recreational and school programs and other community services. Also, residents should be provided access to employment and vocational services, library and medical facilities.

9199 A written program philosophy is developed for the new facility, which includes, but is not limited to:

Statement of general goals and purposes of the facility;
Description of the facility, including statutory authority and services to be provided;
Analysis of projected workload, staffing, programs, and operating and capital budgets;
Assessment of the impact of the facility on overall operation of the parent agency;
Justification for the facility;
Analysis of alternative means for achieving the same goals;
Description of space requirements;
Outline of budget and time restrictions;
Study of alternate ways of satisfying space requirements, including leasing, renovation and new construction. (Essential)

DISCUSSION: New facility construction should provide a maximum degree of adaptability to changing programs and operational needs. Unused existing space can often be better utilized by scheduling compatible functions in such a way to make maximum use of all space available. An efficient and adaptable design will respond successfully to changes in policy, operations, programs offered, resident population, and/or program objectives.

9200 Permanent residences are not provided for staff at the training school. (Important)

DISCUSSION: The youth training school should not be the sole residence of staff. The facility should be a place to work and not to live. This standard seeks to ensure that staff do not become "institutionalized," but rather a source of "normal" attitudes, habits and behavior.

9201 The training school does not exceed a bed capacity of 100 residents. (Essential)

DISCUSSION: In a 100 bed training school as opposed to larger facilities the possibility that residents will know all of the other juveniles is enhanced. Also, each staff person can acquire some familiarity with residents. And it is conducive to an environment of safety, normalcy and fairness that is basic to effective rehabilitation.

9202 New facility construction provides for the removal of architectural barriers to physically handicapped persons. (Essential)

DISCUSSION: There should be at least one living unit in which to house handicapped juveniles, and all areas of the facility including public areas, should be accessible to, and usable by, the physically handicapped.

9203 Each living unit is designed so that individual rooms, day rooms and program staff offices are in close proximity to juveniles for purposes of communication and interaction. (Essential)

DISCUSSION: An arrangement of bedrooms on one floor with the day room and/ or caseworker offices on another floor is not satisfactory. At times during the day it may be necessary for a youth to remain in his or her own room. The youth care worker or caseworker should be able to keep in touch with the youth without losing touch with his group, and this cannot be done if the unit is on two floor levels. No juvenile should be locked in a room without a way of communicating with staff, or without staff in quick and easy reach.

9204 Fixtures in special purpose institutions, such as doors, locks and windows, are noncustodial in nature, with exceptions based on the need for greater security. (Important)

DISCUSSION: To the degree possible, all built-in fixtures in special purpose institutions should be domestic in character. This should contribute to the maintenance of a normal environment and assist residents in developing a positive attitude toward the facility and the program.

9205 Training schools are constructed with floor drains in all living and activity areas, and are equipped with emergency water shut-off values. (Essential)

DISCUSSION: Floor drains should be located outside the bedroom proper to reduce tampering and flooding. These floor drains should be connected to a separate system from the one to which resident toilets and wash basins are connected. However, drains should have tamper-proof covers.

9206 Single story living units are preferred for new construction. In no case do residential living units exceed two stories in height. (Essential)

DISCUSSION: Architectural arrangements such as layout, size of buildings, decor and room size have an effect on the relationships between the residents and the staff. Therefore, in order to develop an optimum environment for the normalization of the program, the new juvenile facility is designed to provide for single story or two story types of buildings only, especially for the resident living unit.

All standards for existing plants also apply to new training schools and special purpose institutions.

Security and Control

Public and Private Agencies

Note: The greatest degree of security for staff and residents is achieved through positive relations that exist between these groups. Programs should emphasize positive relationships between staff and residents. Security measures should be flexible to allow increased and decreased security according to the risks apparent at a given time. Physical security should be as unobtrusive as possible, without barred windows and locked doors to the extent possible. Adequate staffing should minimize the use of locked rooms, and security hardware should be used only when circumstances arise which may affect the security of facility staff and residents, such circumstances being carefully documented.

9207 There is a manual containing all of the procedures for facility security and control and detailed instructions for implementing these procedures. This manual is available to all staff involved with security and control, and is reviewed at least annually and updated as necessary. (Essential)

DISCUSSION: The manual for facility security and control should contain information on resident classification, physical plant inspection, resident counts, contraband, key control, tool and equipment control, room equipment, emergency procedures and resident programs and activities.

9208 Written policies and procedures provide that residents remain within the perimeter and that unauthorized persons remain outside the perimeter. (Essential)

DISCUSSION: Most juvenile facilities rely on positive staff/youth relationships, staffing ratios and classification procedures to keep residents in and intruders out. The more secure facilities usually require fences with buffer zones around the perimeter. Perimeter and internal security may also be maintained through the use of mobile patrols, and requiring all traffic to enter and leave at designated points in the perimeter.

9209 Written policy and procedure govern supervision of all residents outside the facility perimeter. (Essential)

DISCUSSION: Specific procedures should be available to all staff members during the transportation of residents or supervision of them off grounds. Personnel involved in these activities should be appropriately trained and completely briefed.

9210 There is an operational center which maintains communications and security functions. (Essential)

DISCUSSION: It is essential for the facility to establish a program for integrating various communications and security functions. A traditional system for performing these functions especially in training schools involves the maintenance of a central operations post. This unit is responsible for resident counts, key control and for coordinating the internal and perimeter security network. Operational center personnel should monitor the operation of fire alarms, the public address system if there is one, smoke and thermal detection equipment and outside lighting.

9211 Written procedures specify how residents proceed from one area of the facility to another during daylight and darkness. (Essential)

DISCUSSION: Written procedures should be developed to govern the movement of juveniles throughout the facility. Group movement of residents from one area of the facility to another, particularly during evening hours, should be regulated.

9212 Written policy and procedure require that supervisory staff maintain a permanent log and prepare shift reports that record routine and emergency situations. (Essential)

DISCUSSION: Adequate supervision of residents requires development of a formal system for recording routine and emergency situations involving residents. Each shift should maintain records of pertinent information regarding individual residents and groups of residents. These records should be compiled daily and reviewed by appropriate administrative staff.

9213 The facility has a system to physically count residents. (Essential)

DISCUSSION: Counts are scheduled so that they do not conflict with activity programs and normal operating procedures and should be conducted at least once each shift. The staff member responsible for maintaining the master count record should be provided up-to-the-minute information regarding all resident housing moves, school and work assignment changes, admissions to the hospital, home visits and other releases etc. Adequate checks should be instituted to allow for human error.

9214 The training school has a procedure for notifying appropriate staff of increases and decreases in the population, on a shift by shift basis. (Essential)

DISCUSSION: The procedure should encompass notification of supervisory personnel and other affected staff including the food service supervisor and record room personnel. This would include juveniles who are admitted, released, transferred, sent to hospital, on home visit, absent without leave, etc. Temporary transfers within the facility lasting longer than the shift during which it occurred must be noted in writing for the incoming shift.

9215 Written policy and procedure require at least weekly inspection and maintenance of all security devices. (Essential)

DISCUSSION: There should be a scheduled maintenance procedure to ensure that all locks, windows, doors and any other security devices are fully operational. Emergency keys should be checked at least quarterly to make sure that they function properly. Results of all inspections should be submitted in writing to the facility administrator or the staff member in charge of security.

9216 Written policy and procedure require that line supervisory staff inspect every area of the facility daily and submit a written report to an administrative official for review whenever deficiencies are noted. (Essential)

DISCUSSION: Daily inspections help to maintain a good quality operation and also permit daily assessment of resident temper and morale. The chief executive officer, his or her assistant, the chief medical officer and other department heads should visit the facility's living and activity areas at least weekly.

9217 Written policy and procedure provide for searches of facilities and residents to control contraband. This policy is reviewed annually and revised if necessary. (Essential)

DISCUSSION: The control of contraband is essential to safety. The facility's search plans and procedures should include:

Unannounced and irregularly timed searches;
Staff training in effective and safe search techniques;
Complete search and inspection of each room or dormitory area prior to occupancy by a new resident;
Narcotic detection identification capability;
Avoiding unnecessary force, embarrassment and indignity to the resident;
Attendance of two staff members during a room or dormitory search;
Use of nonintensive sensors and other techniques instead of body searches wherever feasible;
Conduct searches no more frequently than necessary to control contraband or to recover missing or stolen property. (See related standard 9345.)

9218 Written policy and procedure govern the control and use of keys. (Essential)

DISCUSSION: The key control system should provide a current accounting of the location and possessor of each key. All keys should be issued from a central control area, and a log should be used to record the number of each key given out, and the names of all employees possessing the keys. All keys should be numbered, and the institution should maintain at least one duplicate key for each lock. Fire and emergency keys should be color-coded and marked for identification by touch. Residents should not possess keys other than those to living quarters or work assignments, where appropriate, and to personal lockers.

9219 Written policy and procedure govern the control and use of tools and culinary equipment. (Essential)

DISCUSSION: Tools and utensils such as hacksaws, welding equipment, butcher knives and barber shears can cause death or serious injury. They should be controlled via control panels (shadow boards), and distributed in accordance with a prescribed system.

9220 Written policy and procedure govern the control and use of all flammable, toxic and caustic materials. (Essential)

DISCUSSION: Items such as lye, insecticide, anti-freeze and denatured alcohol can cause death or serious injury. Provision should be made to ensure that residents are never in possession of such items unless they are under constant supervision by qualified personnel. Where used, such materials should be stored in secure areas that are inaccessible to residents, and a prescribed system should be used to account for their distribution.

9221 There are written operational shift assignments which state the duties and responsibilities for each assigned position in the facility; these shift assignments are reviewed at least annually and updated if necessary. (Essential)

DISCUSSION: A written shift assignment should be prepared for each job at the facility and should specify what the job entails and the procedures to be followed to carry out the assignment. This written description provides for continuity in the event of personnel changes. The description should be available to all employees.

9222 Written policy and procedure require that new personnel read the appropriate shift assignment prior to assuming their assigned duties, and that there is documentation that they have received and reviewed the assignment. (Essential)

DISCUSSION: This procedure ensures that all personnel assigned to a job either permanently or temporarily are familiar with the responsibilities and requirements of the post. Personnel should understand completely what is expected of them.

9223 There are written procedures for dealing with escapes, runaways and unauthorized absences; these are reviewed at least annually and updated as necessary. (Essential)

DISCUSSION: The facility should detail in writing specific procedures that can be effected quickly when an escape or unauthorized absence occurs. These should be made available to all personnel. The procedure should include prompt reporting to appropriate personnel, mobilization of employees, implementation of a predetermined search plan, notification of law enforcement, community and media interests, and after capture of the escapee, prompt notification of all who were previously alerted to the escape.

9224 There are written plans that specify procedures to be followed in emergency situations, e.g., fire, disturbance, taking of hostages. These plans are made available to all personnel and they are reviewed and updated at least annually. (Essential)

DISCUSSION: The plans also should designate who should implement emergency procedures. They should specify what personnel should be involved, when and what authorities and media should be notified, how the problem should be contained and what should be done after the incident is quelled. The plans presuppose regular inspection and maintenance of specialized equipment necessary to implement the procedures. All personnel should become familiar with the plans. (See related standard 9271.)

9225 All facility personnel are trained in the implementation of written emergency plans. (Essential)

DISCUSSION: Review of all emergency plans should be an essential element of personnel training and retraining programs. New employees should be familiar with all emergency plans prior to permanent work assignment. (See related standards 9271 and 9272.)

9226 There is a written plan, provided by the parent agency or the facility, that provides for continuing operations in the event of a work stoppage or other job action. Copies of this plan are available to all supervisory personnel, who are required to familiarize themselves with it. (Essential)

DISCUSSION: A contingency plan for maintaining essential services is crucial. This plan might involve agreements with other law enforcement agencies, such as local or state police. Additionally, the administrator should attempt to ensure the safety and well-being of employees who do not participate in the job action.

9227 The facility has equipment necessary to maintain essential lights, power and communications in an emergency. (Essential)

DISCUSSION: The institution should have emergency power units, either battery or motor driven, to provide essential lighting and to maintain the life-sustaining functions within the facility and to continue communications with outside interests.

9228 Written policy and procedure provide for a communications system in emergency situations, within the facility, and between the facility and the community. (Essential)

DISCUSSION: In emergency situations when conventional means of communication, such as telephones, are disrupted, the facility has available walkie-talkies and/or a radio base station, receivers and transmitters, or other independent mechanical means of communication, in order to maintain constant contact with the outside community. In facilities that are located in areas which are subject to severe storms, tornadoes or hurricanes, it is essential that a ready means of voice communication be maintained with the community.

9229 Emergency equipment is tested at least semi-annually for effectiveness and is repaired or replaced as necessary. (Essential)

DISCUSSION: No more than six months should elapse between checks of emergency equipment such as standby lighting, batteries, power generators, fire fighting apparatus, communications systems, and alarms.

9230 Written policy and procedure provide special management for residents with serious behavior problems and for residents requiring protective care. (Essential)

DISCUSSION: High risk residents, youths who cannot control their assaultive behavior or present a danger to themselves, or who are in constant danger of being victimized by other residents, may require special management. The facility should provide appropriate services and programs for them. It may be necessary to separate them from the general population so as to allow for individualized attention.

9231 The program has a written policy restricting the use of physical force to instances of self-protection, protection of the individual participant or others, prevention of property damage and prevention of escapes, in accordance with appropriate statutory authority. Only the minimum force necessary is employed. (Essential)

DISCUSSION: Only in wholly justifiable instances, as stated in the standard, may physical force be used. Correctional personnel may be required to justify their use of force before a court of law. Likewise, they may be required to defend their actions in event of civil or criminal suit. Often, statutes clearly define limitations on the use of force, and these limitations should be observed.

9232 All special incidents, including but not limited to the taking of hostages, use of restraint equipment or the use of physical restraint are reported in writing, dated and signed by the staff person reporting the incident. The report is placed in the resident's case record and reviewed by the facility administrator and/or the parent agency. (Essential)

DISCUSSION: A written record of such incidents should be available for administrative review. These reports also can be used to assess training needs, in counseling with staff about the proper handling of serious behavior incidents, and in providing information for the parent agency or insurance company. The report should include the actions taken by the person in charge at the time of the incident.

9233 Written policy and procedure govern the use of mechanical restraint equipment, including approval by medical personnel and constant staff visual observation when used. (Essential)

DISCUSSION: Instruments of restraint, such as handcuffs, should never be applied as punishment or for more time than is absolutely necessary. Instruments of restraint should be used only (1) as a precaution against escape during transfer; (2) for medical reasons, by direction of the medical officer; or (3) to prevent resident self-injury, injury to others or property damage, and then only with the approval of the medical personnel. No resident placed in physical restraints is left without constant staff visual supervision. (See related standard 9320.)

9234 Written policy and procedure provide that the facility maintain a written record of routine and emergency distribution of restraint equipment. (Essential)

DISCUSSION: A written record detailing who receives restraint equipment and the nature of the equipment they receive is necessary to establish responsibility and accountability for its use.

9235 Chemical agents are not used by facility staff for purposes of security. (Essential)

DISCUSSION: Tear gas, mace and related chemical agents should not be used in the control of juveniles.

9236 Written policy and procedure require that all persons injured in an incident receive an immediate medical examination and treatment. (Essential)

DISCUSSION: Immediate medical examination and treatment should be required for the protection of staff and residents involved.

9237 Except in emergency situations, weapons are not permitted beyond a designated area, to which residents have no access. (Essential)

DISCUSSION: No person, including law enforcement personnel, should be in possession of firearms within the confines of a training facility. A system of receipts for the temporary safe storage (or checking) of such equipment is required.

9238 Transportation is available for use in emergencies. (Essential)

DISCUSSION: An automobile or similar vehicle should be available at all times for use in emergencies. Public transportation should not be relied upon for emergencies.

9239 Written policy and procedure govern safety precautions pertaining to facility and staff vehicles. (Essential)

DISCUSSION: Motor vehicles on facility grounds represent potential means for escape. When vehicles are not in use, ignition keys should be removed and doors and trunks locked.

9240 Written policy and procedure govern the transportation of residents outside the facility and from one jurisdiction to another. (Essential)

DISCUSSION: Transportation represents a period of time where normal security is more difficult. Procedures should, therefore, be developed including consideration of number of staff necessary to accompany residents during transportation and situations which may require temporary use of mechanical restraints as precaution against incidents which may cause accidents during vehicular transportation.

Food Service

Public and Private Agencies

Note: Meals should be served under conditions that minimize regimentation. The dining area should provide normal group eating facil-

ities and conversation should be permitted during dining room hours. Where possible, there should be "open" dining room hours thus eliminating traditional waiting lines and forced seating by housing unit, work assignment, etc. Full cutlery service, based on a control system, should be provided.

9241 Written policy and procedure provide that the food service meets or exceeds nutritional standards as recommended by the dietary allowance of the Food and Nutrition Board of the National Research Council. (Essential)

DISCUSSION: The Food and Nutritional Board of the National Research Council has developed minimum standards for dietary allowance and minimum daily requirements. These recommendations can serve as the basis for food planning by the facility.

9242 There is a food service plan which is recommended and approved by a physician or dietician. (Essential)

DISCUSSION: The advanced plan menus of the facility must be regularly reviewed and approved by a medical doctor or dietician to ensure that all nutritional requirements are being met. A file of tested recipes adjusted to a yield appropriate for the size of the facility should be maintained on the premises.

9243 The facility employs a full-time staff member, experienced in food service management, to supervise food service operations. (Essential)

DISCUSSION: A full-time food service manager experienced in food service management should be employed by the facility. This employee should have the resources, authority and responsibility to provide the facility complete food service that includes three meals a day that are nutritionally adequate, palatable and attractive, and that are produced under sanitary conditions at reasonable cost. The food service manager should have a minimum of three years experience in food service management.

9244 The food service plan provides for a single menu for staff and participants. (Essential)

DISCUSSION: All residents and staff in the program, except those persons on special diets, should eat the same meals.

9245 The food service plan of the facility provides special diets as required to meet the medical and religious needs of the residents. (Essential)

DISCUSSION: In some cases, juveniles are admitted to the facility who require special diets for medical or religious purposes. The facility should meet these requirements or provide substitutes upon approval of a physician, as appropriate, or as decided by the facility administrator, or parent agency.

9246 Written policy precludes the use of food as a reward or disciplinary measure. (Essential)

DISCUSSION: Food should not be withheld, nor the standard menu varied, as a disciplinary sanction. Similarly, food should not be used as a reward for good *behavior or work for an individual resident.*

9247 Written policy provides for no more than 13 hours between evening meal and breakfast, and a minimum of two hot meals every 24 hours. (Essential)

DISCUSSION: Where residents are not routinely absent from the facility for work or other purposes, at least three meals should be provided at regular times during each 24-hour period.

9248 Written policy and procedure specify that meal preparation considers food flavor, texture, temperature, appearance and palatability. (Essential)

DISCUSSION: Food service personnel should provide for variety without changing the planned nutritional content of meals. Food should be served as soon as possible after preparation and at an appropriate temperature.

9249 The food service staff develops advanced planned menus and substantially follows the schedule. (Essential)

DISCUSSION: Advanced planned menus assist the facility in budget planning and in maintaining food quality control, as well as informing the residents what will be served at each meal The head of food service meets with the facility administrative staff regularly to obtain approval of menu plans.

9250 Written policy and procedure require that accurate records are maintained of all meals served. (Essential)

DISCUSSION: A uniform system should be established to record meals served inmates, employees, guests and visitors. Such records are required for fiscal accounting, dietary purposes and budget planning. Food service records should include published menus, information on waste, food costs and nutritional accounting and notation of food products raised or produced in the system.

9251 The food service operation uses budgeting, purchasing and accounting practices that include, but are not limited to:

A food expenditure cost accounting system designed to isolate cost per meal per inmate;
A system for estimating food service requirements in advance;
A system for purchasing supplies at wholesale prices and other favorable conditions;
A systematic approach for determining inmate eating habits and food waste; and
A system for refrigerating and storing food, which specifies storage periods. (Essential)

DISCUSSION: The food service operation should follow written budgeting, purchasing and accounting procedures to ensure nutritional and economical meals and minimum waste.

9252 The dining area is ventilated, properly furnished and suitably decorated. (Essential)

DISCUSSION: The facility dining room or dining area should have ventilation which complies with health and sanitation codes of the jurisdiction in which it is located. The dining area should be decoratively furnished in a manner suitable for dining.

9253 The kitchen is located near storage and loading areas and garbage disposal facilities. (Essential)

DISCUSSION: In order to ensure efficient food service and adherence to health and safety regulations, it is essential that the kitchen be located near the spaces it requires to accomplish its mission. The amount of space needed for the kitchen is affected by such variables as type of food service, location of dining area, number of persons to be served, complexity of the menu, equipment placement, storage of mobile equipment and traffic sites.

9254 There are sanitary, temperature-controlled storage facilities for the storage of all foods. (Essential)

DISCUSSION: Suitable storage facilities should be available for the proper storage of all foods. Canned goods and grain products should be stored in a cool, dry area that is free from contamination. There should be equipment for refrigeration and freezing. Special care and attention should be given to storing highly perishable foods, such as milk, meats and fruit.

9255 Toilet and wash basin facilities are available to food service personnel and residents in the vicinity of the food preparation area. (Essential)

DISCUSSION: Ready access to toilet and wash basin facilities should be available to all persons in the food service and food preparation area in order to ensure that health and safety standards are adhered to. Their location near the food preparation area provides greater control and accountability of both staff and residents.

9256 Written policy and procedure specify that the food service program of the facility complies with all sanitation and health codes as promulgated by federal, state and local authorities. (Essential)

DISCUSSION: All health and sanitation codes must be strictly followed in order to ensure the health and welfare of the residents and staff.

9257 Written policy and procedure specifies that all food service personnel comply with applicable federal, state, or local health laws and regulations. (Essential)

DISCUSSION: Local or state health regulations usually require some type of medical examination and certification for food handlers. Where permits are required, they should be current and posted. All food service personnel should maintain high standards of personal hygiene. There should be daily inspections for cleanliness, illness or infection.

9258 Written policy and procedure require weekly inspections of all food service areas and equipment by administrative, medical or dietetic personnel. (Essential)

DISCUSSION: Areas and equipment related to food preparation, such as ranges, ovens, refrigerators, mixers, dishwashers, garbage disposals, etc., require frequent inspections, at least weekly, to ensure their sanitary and operating conditions. Refrigerator and water temperatures also should be checked periodically. In some jurisdictions, these inspections are made on a periodic basis, monthly or quarterly by professional sanitarians and/or health department personnel.

9259 Written policy ensures that the special food needs of youth are accounted for in overall program of the facility. (Essential)

DISCUSSION: The care and treatment of juveniles in training schools requires that special attention be paid to the food needs of the youth. The physical growth and development of the residents should be taken into account in designing the facility program. In addition to providing a nutritionally adequate diet, care should be exercised to ensure that all other factors related to food service such as space, age and sex, geographic and ethnic makeup of the population, variety and suitable meal hours be considered by the administration. Provision of evening snacks for all residents and food for newly admitted youths should be part of the food program.

9260 Written policy and procedure provide that staff members eat with, and provide supervision of residents during all meals. (Essential)

DISCUSSION: The practice of having staff members eat with residents contributes to a more orderly experience in the dining area, and enhances the relationship between the staff and the population. The practice also minimizes food waste, careless serving and abuse of a resident by another resident. It also permits observation and reporting of unusual eating habits of individual residents, such as rejection or over-eating. Staff assigned to this function should not be charged for their meals.

Sanitation, Safety and Hygiene

Public and Private Agencies

9261 The facility administration has available to it the services of a qualified fire and safety officer who reviews all fire and safety policies and procedures at least annually. (Essential)

DISCUSSION: The fire and safety officer should have a minimum of three years experience in fire prevention and safety work, and may be employed by contract with local fire officials or other agencies in local or state government.

9262 The facility administration complies with federal, state and local sanitation, safety and health codes. (Essential)

DISCUSSION: The facility should be inspected at least annually by appropriate government officials to ensure the health and safety of personnel and residents.

9263 Written policy and procedure require weekly sanitation and safety inspections of all facility areas. (Essential)

DISCUSSION: In addition to the regular inspections by government officials, all facility areas should be inspected at least weekly by a designated staff member, who should submit a written report to the administrator, documenting deficiencies whenever they occur.

9264 Written policy and procedure specify the facility's fire prevention regulations and practices to ensure the safety of staff, residents and visitors. These include, but are not limited to: provision for an adequate fire protection service; a system of fire inspection and testing of equipment at least quarterly; an annual inspection by local or state fire officials; and availability of fire hoses or extinguishers at appropriate locations throughout the facility. (Essential)

DISCUSSION: The facility administration should plan and execute all reasonable procedures for the prevention and prompt control of fire, pursuant to the *Life Safety Code*.

9265 There is an automatic fire alarm and heat and smoke detection system approved by the state fire marshal or recognized state authority, and facility personnel, and tested on a regular basis. (Essential)

DISCUSSION: The facility administration should have the capability of alerting staff in the central control center of the presence of fire and smoke in the facility. The fire alarm system should be connected directly to the local fire department.

9266 The facility is provided with noncombustible receptacles for smoking paraphernalia and separate containers for other refuse in juvenile living quarters and at appropriate locations throughout the facility. (Essential)

DISCUSSION: Because a clean facility has a positive effect on morale, it is essential that sufficient receptacles are provided to enable residents to maintain sanitary living quarters. The receptacles should be emptied and cleaned at least once a day.

9267 There is a written housekeeping plan for the facility's physical plant. (Essential)

DISCUSSION: Housekeeping in a juvenile training facility is a large task. Effective housekeeping requires the development of a definite cleaning schedule with personnel and residents assigned specific duties. Cleaning activities should be supervised at all times to ensure that the work is performed properly and thoroughly and that equipment and supplies are not wasted.

9268 The water supply meets all applicable laws and regulations of the governing jurisdiction. (Essential)

DISCUSSION: Water samples from both drinking and waste water should be tested periodically at a state laboratory of hygiene to ensure that the facility's water meets all applicable laws. The facility should provide both hot and cold running water.

9269 Written policy and procedure provide for the control of vermin and pests. (Essential)

DISCUSSION: Any condition conducive to harboring or breeding insects, rodents or other vermin should be eliminated immediately. Licensed pest control professionals should be used when necessary to clean or fumigate the facility. Their use on a regular basis is essential.

9270 Written policy and procedure provide for waste disposal. (Essential)

DISCUSSION: In accordance with local health regulations, liquid and solid wastes should be collected, stored and disposed of in a manner that avoids nuisance and hazards, and protects the health and safety of residents and staff. Garbage should be stored in durable, rust-resistant, water-tight, rodent-proof and easily cleanable containers with tight-fitting lids.

9271 The facility administration has a written evacuation plan in the event of a fire or major emergency that calls for periodic fire drills, at least quarterly, so that residents remain aware of emergency evacuation procedures. (Essential)

DISCUSSION: The evacuation plan should specify the route of evacuation and the subsequent disposition and housing of residents. The plan also should include provisions for medical care and hospital transportation for injured residents. There should be provision for immediate release of all locked doors. (See related standards 9110 and 9218.)

9272 There is a written procedure which specifies the means for the prompt release of residents from locked areas in case of emergency, and provides for a back-up system. (Essential)

DISCUSSION: Personnel should be thoroughly trained in evacuation procedures. Their responsibilities in emergency situations should be clearly defined, including the location of keys and evacuation routes. Residents should be instructed regarding these emergency procedures.

9273 Facility travel distance to exits is within the limits specified by the *Life Safety Code*, as follows:

Area	*Nonsprinklered*	*Sprinklered*
Living Units	**100 feet**	**150 feet**
Work Area	**100 feet**	**150 feet**
High Hazard Areas	**75 feet**	**75 feet**
Dining, Recreation Areas	**150 feet**	**200 feet**
Infirmary/Hospital	**100 feet**	**150 feet**
Office Areas	**200 feet**	**300 feet**

(Essential)

DISCUSSION: Means of egress consist of a path of access to the exit, the exit itself and the way of exit discharge to a public area. Well-defined egress is especially important in high hazard areas, which are liable to burn with extreme rapidity or from which poisonous fumes or explosions are to be feared.

9274 There are exits in the facility which are distinctly marked, kept clear and in usable condition. (Essential)

DISCUSSION: No battery operated electric light, portable lamp or lantern should be used for primary illumination of means of egress, but electric battery-operated lighting may be used as an emergency source where normal lighting has failed, as defined in the *National Electrical Code* of the National Fire Protection Association. Exits in buildings of public or common use should also be distinctly marked and continuously illuminated.

9275 Flame-retardant and nontoxic materials are used in facility construction wherever possible. (Essential)

DISCUSSION: To the degree they are available, all facility furnishings, ceilings and floors should not be constructed of foamed plastics or foamed rubber unless the fire performance characteristics of the material are known.

9276 Polyurethane foam mattresses are not used in the facility. (Essential)

DISCUSSION: Polyurethane foam mattresses emit toxic fumes when burned. There is no way to guarantee or substantially reduce the fire hazard represented by polyurethane foam mattresses. No mattress yet developed is completely fireproof, however, there are mattresses which present less serious danger to residents and staff.

9277 Facility floors are kept clean, dry and free of hazardous substances. (Essential)

DISCUSSION: Floors should be inspected regularly throughout the day for cleanliness. Particular attention should be given to potentially hazardous areas, such as showers, kitchens, infirmary or medical care rooms, boiler and furnace rooms.

9278 There are hair care services available to residents. (Essential)

DISCUSSION: Barber and beautician's facilities should be provided so that residents can obtain hair care services when needed.

9279 The facility administration provides articles necessary for maintaining proper personal hygiene. (Essential)

DISCUSSION: As part of the admissions process, each resident should be given soap, a toothbrush, toothpaste or powder, a comb and toilet paper. Shaving equipment should be made available upon request, and the hygiene needs of females should be met. (See related standard 9323.)

9280 Written policy and procedure provide for the issue of special clothing to residents assigned to food service, sanitation, mechanical services and other special work. (Essential)

DISCUSSION: Residents given these work assignments should be issued appropriate special clothing, e.g., white uniforms, aprons, overalls, etc.

9281 The facility administration provides for the thorough cleaning and disinfecting of resident personal clothing when necessary before storage or before allowing the resident to keep and wear personal clothing. (Essential)

DISCUSSION: Resident personal clothing should be cleaned and disinfected to prevent odors and vermin from accumulating, and stored outside of the resident housing area when the resident chooses not to wear his own clothing. Cleaning may also be necessary when the juvenile decides to keep and wear personal clothing which is not in a clean or sanitary condition.

9282 Written policy and procedure provide for the issue of suitable bedding, linen and towels to new residents. (Essential)

DISCUSSION: In larger facilities, the standard issue of bedding should include two sheets, one pillow, one pillow case, a noncombustible mattress and sufficient clean blankets to provide comfort under existing temperature conditions.

9283 Written policy specifies accountability for resident clothing and bedding. (Essential)

DISCUSSION: The issue of all clothing and bedding should be recorded and residents should be held accountable for its use.

9284 Laundry services are sufficient to permit exchange of resident clothing, bedding, linen and towels at least weekly or more often where health reasons dictate. (Essential)

DISCUSSION: Laundry services should be managed so that residents may receive a complete change of clothes as often as necessary. Clothes should not be damaged or lost. Clean towels should be available daily. Blankets, pillows and mattresses should be cleaned and sprayed or sterilized before reissue. The collection, storage and exchange of clothing and linen should be accomplished hygienically.

9285 The store of clothing, linen and bedding exceeds that required for the facility's maximum resident population. (Essential)

DISCUSSION: There should be available more clothing, linen and bedding than needed at any one time, so there is no delay in replacing items that are lost, destroyed or worn out.

Medical and Health Care Services

Public and Private Agencies

9286 A physician licensed in the state is responsible for the facility's medical services. (Essential)

DISCUSSION: There should be a written agreement between the facility administrator and a physician or qualified medical authority. The parties to the written agreement are the governmental funding agency responsible for the facility and/or the facility administrator and the responsible physician or qualified medical authority which may be the health department, a physician group, a hospital, a clinic or the county medical society. A physician representative from the medical authority is identified as the person responsible for the facility's medical services. The physician's or medical's authority responsibility includes arranging for all levels of medical care, including the use of the resident's private physician.

9287 The physician has no restrictions imposed by the facility administration regarding the practice of medicine. (Essential)

DISCUSSION: The provision of care, although delegated to medical people, is a joint effort and only can be achieved with mutual trust and cooperation. Access to care is such an effort in that the responsible physician arranges for the availability of medical services; the official responsible for the facility provides the administrative support that ensures accessibility of medical services to the residents. Security regulations applicable to facility personnel should also apply to the medical personnel. The formulation of a Health Council often helps part-time doctors and dentists understand the operations of a correctional facility.

9288 There is a quarterly report on the health delivery system and health environment, and an annual statistical summary. (Essential)

DISCUSSION: The responsible physician or medical authority submits a quarterly report to the facility administrator and parent agency which includes: the effectiveness of the medical care system; description of any health environment factors which are substandard; changes effected since the last reporting period; and recommended changes. The annual statistical report indicates the number of residents receiving medical services by category of care.

9289 Written standard operating procedures approved by the responsible physician exist for the following:

Obtaining medical consent;
Receiving screening;
Collecting health appraisal data;
Providing nonemergency medical services;
Obtaining dental services;
Providing emergency medical and dental services;
Deciding the emergency nature of illness or injury;
Providing dental screening, prevention, examination and treatment;
Providing medical and dental prosthetics;
Rendering first aid;
Notifying next of kin or legal guardian in case of serious illness, injury or death;
Providing chronic care;
Providing convalescent care;
Providing medical preventive maintenance;
Screening, referral and care of mentally ill and retarded residents;
Making staff aware of special medical problems;
Implementing the special medical program;

Immunizing, where possible;
Providing delousing procedures;
Providing detoxification procedures;
Providing pharmaceuticals;
Providing special medical programs; and
Providing follow-up medical referral after discharge. (Essential)

DISCUSSION: The standard operating procedures govern the provision of all care to residents and are signed by the responsible physician. In systems which have a medical administrator, the administrator should promulgate standard medical procedures for the entire system.

9290 The work of qualified medical personnel is governed by written job descriptions approved by the responsible physician and the parent agency. (Essential)

DISCUSSION: Qualified medical personnel are physicians, dentists, and other professional and technical workers who engage in activities that support, complement or supplement the functions of physicians and/or dentists, and who are licensed, registered or certified as appropriate to their qualifications to practice.

9291 Treatment by medical personnel other than a physician is performed pursuant to written standing or direct orders. In lieu of standing orders, nationally certified physician assistants and nurse practitioners may practice within the limits of their national certification(s) providing that such practice(s) is consistent with state law and authorized by the responsible physician. (Essential)

DISCUSSION: Standing orders are orders written by the responsible physician to medical personnel for the definitive treatment of identified minor self-limiting conditions and for on-site treatment of emergency conditions.

A direct order is an order from a physician to qualified medical personnel, allied health personnel or medically trained personnel that instructs them to carry out a specific treatment, test or medical procedures on a given patient.

Allied health personnel are the professional, technical and supportive workers who engage in activities that support, complement or supplement the professional functions of physicians and/or dentists. Medically trained personnel are trained and supervised correctional officers and allied health personnel.

9292 A written agreement exists between the facility administration and a nearby hospital for all medical services which cannot be provided within the facility. (Essential)

DISCUSSION: Medical arrangements may be entered into for the provision of emergency or specialized care away from the facility. This standard includes crisis intervention for psychiatric emergencies.

9293 Policy and procedure govern the relationship between the responsible physician and physicians in private practice working in the facility. (Essential)

DISCUSSION: The activities of private physicians working with juveniles in the facility should be coordinated with the responsible physician. This is particularly important where medications are ordered for juveniles in the facility.

9294 If medical services are delivered in the facility, or through contract services, adequate space, equipment, supplies and materials, as determined by the responsible physician, are provided for the performance of primary health care delivery. (Essential)

DISCUSSION: The type of space and equipment for an examining room will depend upon the level of sophistication of medicine required in the facility and the capabilities of the health providers. In all facilities space should be provided where the physicians can examine and treat residents in private. Basic equipment generally includes: thermometers, blood pressure cuffs, stethoscope, ophthalmoscope, otoscope, percussion hammer, scale, examining table, goose neck light, wash basin and transportation equipment, e.g., wheelchair and litter. If female residents receive medical services in the facility, appropriate equipment should be available, i.e., specula, pap and special testing equipment.

9295 First aid kit(s) are available in all facilities. The responsible physician approves the contents, number, location and procedure for periodic inspection of the kit(s). (Essential)

DISCUSSION: The medical staff should develop written procedures outlining the use of first aid kits by nonmedical staff.

9296 The program makes provisions for medical examination of any employee or resident suspected of a communicable disease. (Essential)

DISCUSSION: The agency must have provisions for medical examination of any employee or resident suspected of a communicable disease. The examination must be conducted and the results made available quickly to ensure prompt and proper treatment of the problem.

9297 Program staff are aware of residents' special medical problems. (Essential)

DISCUSSION: At the time of admission, staff must inquire and/or become informed of any physical problems which might require medical attention (i.e., diabetes, heart disease and epilepsy) since extra precautions must be taken with youth having such illnesses.

9298 State licensure and/or certification requirements and restrictions apply to health care personnel. Verification of licensing and/or certification credentials is on file in the facility. (Essential)

DISCUSSION: In order to assure that the qualifications of health care providers in the facility are similar to the qualifications of health care providers in the community, licensure and/or certification requirements for facility health care providers are subject to professional supervision as they are in the community.

9299 Receiving screening is performed on all residents upon admission to the facility and before being placed in the general population, and recorded on a printed screening form approved by the responsible physician which includes inquiry into:

Possibility of pregnancy;
Possibility of venereal disease;
Current illnesses and health problems including those specific to females;

Medications taken and special health requirements;
Status of immunizations;
Screening of other health problems designated by the responsible physician;
Behavioral observation, including state of consciousness and mental status;
Notation of body deformities, trauma markings, bruises, lesions, ease of movement, jaundice, etc.;
Condition of skin and body orifices, including rashes and infestations; and
Disposition/referral of residents to qualified medical personnel on an emergency basis. (Essential)

DISCUSSION: Receiving screening is a system of structured observation/initial health assessment designed to prevent newly arrived residents who pose a health or safety threat to themselves or others from being admitted to the facility's general population and to rapidly get them to medical care. The receiving screening can be performed by allied health personnel at the time of admission. The initial assessment of health needs and the general condition of the resident at this crucial point may prevent further complications such as communicable disease epidemics, rapid states of health regression, suicides and assaults. The welfare of residents, staff and the community should be protected.

9300 The health appraisal data collection is completed for each resident within 7 days after admission to the facility and includes: Review of the earlier receiving screening; additional data to complete the medical and psychiatric history; laboratory and diagnostic tests to detect communicable diseases including venereal diseases and tuberculosis; height, weight, pulse, blood pressure and temperature; other tests and examinations as appropriate; and a standardized medical examination with appropriate comments about mental and dental status. (Essential)

DISCUSSION: Collection of health data and physical examination should be viewed at the completion of the health appraisal. This assures that the health status of the resident is known and recorded. Information regarding the resident's physical and mental status may dictate housing and activity assignments. It also assures the resident that his/her health status is recorded and known by the appropriate authorities.

9301 Health history and vital signs are collected by medically trained or qualified medical personnel. Collection of all other health appraisal data is performed only by qualified medical personnel. Review of the results of the medical examination, tests and identification of problems, is done by a physician or designated qualified medical personnel. All health appraisal data is recorded on the health data forms approved by the responsible physician. (Essential)

DISCUSSION: In systems having a medical administrator, he/she should prepare uniform medical forms including health data forms.

9302 A history of the juvenile's immunizations is obtained when the health appraisal data is collected. Immunizations are updated, as required, within legal constraints. (Essential)

DISCUSSION: Where immunizations are not up to date, the facility should ensure that the juvenile is fully protected. The relevant information should be obtained from parents, family physician, school, or other available sources.

9303 At the time of admission to the facility, residents are informed orally or in writing of the procedures for gaining access to medical services. (Essential)

DISCUSSION: The facility should follow the policy of explaining access procedures orally to residents unable to read and where the facility frequently has non-English speaking residents, procedures should be written in their language.

9304 Juveniles' medical complaints are monitored and responded to daily by medically trained personnel. Appropriate triage by qualified medical personnel follows. (Essential)

DISCUSSION: Triage is the sorting and allocation of treatment to patients according to priorities of need. Control of access to medical care should never be within the decision-making authority of youth care or administrative staff, or medical staff below the level of registered nurse.

9305 Sick call, conducted by a physician and/or other qualified medical personnel, is available to each juvenile as follows:

Small facilities of less than 50 residents hold sick call once per week, at a minimum;

Medium-sized facilities of 50-200 residents hold sick call at least three times per week; and

Large-size facilities of over 200 residents hold sick call a minimum of five times per week. (Essential)

DISCUSSION: Sick call is the procedure through which each resident reports and receives appropriate medical services for nonemergency illness or injury.

9306 Where sick call is not conducted by a physician, a physician is available once each week to respond to resident complaints regarding service which they did or did not receive from other health personnel. (Essential)

DISCUSSION: This standard emphasizes the responsible physician's role in assuring accessibility and availability of those levels of care appropriate to the resident's need when those services are not personally provided by the responsible physician.

9307 Written policy and procedure provide for the prompt notification of residents' parents/guardians and the responsible agency in case of serious illness, surgery, injury, or death. (Essential)

DISCUSSION: Whenever a resident becomes seriously ill, requires surgery or dies, the juvenile's parents/guardians and responsible agency are promptly notified by telephone, telegram or other rapid means of communication. In the event of death, the head of the agency should also be notified. If circumstances of the death warrant, the coroner and appropriate law enforcement officials should also be notified.

9308 The facility administration provides 24-hour emergency medical and dental care availability as outlined in a written plan which includes:

Arrangements for the emergency evacuation of the resident from the facility;

Arrangements for the use of an emergency medical vehicle;
Arrangements for the use of one or more designated hospital emergency rooms or other appropriate health facilities;
Arrangements for emergency on-call physician and dental services when the emergency health facility is not located in a near-by community. (Essential)

DISCUSSION: Emergency care must be provided with efficiency and speed. Referral to the professional or facility appropriate to the health need for the resident as well as the resident's initial care are governed by triage and written policies.

9309 Facility personnel are trained in and use emergency care procedures. Written standard operating procedures and training of staff incorporate the following steps:
Awareness of potential emergency situations;
Notification or observation—determination that an emergency is in progress;
First aid and resuscitation;
Call for help; and
Transfer to appropriate medical provider. (Essential)

DISCUSSION: It is imperative that the custody staff be made aware of the potential emergency situations in a facility, what they should do in facing life-threatening conditions and of their responsibility for the early detection of illness or injury.

9310 All personnel have current training in basic first aid equivalent to that defined by the American Red Cross. (Essential)

DISCUSSION: All personnel should receive training in emergency first aid so that they can administer emergency treatment.

9311 At least one person on duty per shift has training in receiving screening, basic life support, cardiopulmonary resuscitation (CPR), and recognition of symptoms of the illness most common to the facility. (Essential)

DISCUSSION: It is the responsibility of the physician or medical authority to assure that the nonmedical staff have an understanding of basic health care; it is the responsibility of the facility administration to assure that trained staff are available on each shift. (See related standard 9299.)

9312 Chronic care, convalescent care and medical preventive maintenance are provided to residents of the facility. (Essential)

DISCUSSION: Continuing care is medical service rendered to a patient over a long period of time. Convalescent care is medical service rendered to a patient to assist the recovery from illness or injury. Medical preventive maintenance is health education, medical services provided to take advance measures against disease and instruction in self-care for chronic conditions. (See related standard 9289.)

9313 Dental care is provided to each resident under the direction and supervision of a dentist licensed in that state as follows:

Dental screening upon admission;
Dental hygiene services within 14 days of admission;
Dental examinations within 7 days of admission if indicated; and
Dental treatment, not limited to extractions, when the health of the resident would otherwise be adversely affected. (Essential)

DISCUSSION: Dental screening and hygiene are performed by medically trained personnel or dentists; dental examination and treatment are performed only by a dentist or designated assistant. (See related standard 9299.)

9314 Screening and referral for care are provided to mentally ill or retarded residents. The responsible physician has provided a written list of symptoms or behavior indicative of mental illness and retardation for staff training, and has designated, in advance, specific referral sources. (Essential)

DISCUSSION: Admission to appropriate health care facilities in lieu of detention should be sought for all suspected mentally ill or retarded residents. All sources of assistance for mentally ill and retarded residents should be identified in advance of need, and referrals to out-patient community mental health services should be made in all such cases upon notification of the juvenile court with jurisdiction over the juvenile. Transfer of jurisdiction from a juvenile justice agency to a mental health agency requires a judicial proceeding in accordance with the law governing admission to such facilities for persons not adjudicated as delinquents. However, the training school, or its parent agency, should have authority to contract with a mental health agency for short-term emergency care without judicial approval. Emergency transfers to mental health facilities should be approved and supervised by the training school physician and reported to the court the next working day. (See related standard 9404.)

9315 A special program exists for residents requiring close medical supervision. A written medical treatment plan for each of these patients is developed by a physician which includes directions to medical and nonmedical personnel regarding their roles in the care and supervision of these patients. (Essential)

DISCUSSION: There are some residents whose special medical conditions dictate close medical supervision. These include residents who are drug dependent, diabetic, epileptic, physically disabled, mentally deficient, or requiring special diets. In these cases, the facility must respond appropriately by providing a program directed to these needs. The program need not necessarily take place in an infirmary, although a large facility may wish to consider such a setting for the purposes of efficiency.

9316 Detoxification from alcohol, opiates, barbiturates and similar drugs is performed only under medical supervision. (Essential)

DISCUSSION: Detoxification is a medically supervised procedure designed to remove the poisonous properties of alcohol or drugs from the system. A community health facility should perform this function prior to admission to the detention facility. When done in the facility it should be done under close supervision by medical personnel and trained facility staff.

9317 The standard operating procedures for proper management of pharmaceuticals include:

A formulary which is updated at least annually;

The requirements that the facility adheres to regulations established by the State Board of Pharmacy regarding medications;

A policy regarding the prescription of all medications with particular attention to behavior modifying medications and those subject to abuse;

The policies regarding medication dispensing and administration; and

The policies regarding the maximum security storage and weekly inventory of all controlled substances, syringes, needles and surgical instruments. (Essential)

DISCUSSION: A formulary is a written and exclusive list of medications used in the treatment of resident patients. Medication administration is an act in which a single dose of an identified drug is given to a patient. Dispensing is the issuance of one or more doses of a prescribed medication from a stock or bulk container. This dispensed medication is correctly labeled to indicate the name of the patient, the contents and all other vital information needed to facilitate correct patient usage and drug administration. A controlled substance is a medication that requires a written prescription listing the prescribing physician's Federal Bureau of Narcotics and Dangerous Drugs registration number.

9318 The person administering medications: has training from the responsible physician and the official responsible for the facility; is accountable for administering medications according to orders, and records the administration of medications in a manner and on a form approved by the responsible physician. (Essential)

DISCUSSION: Administration of drugs and remedies referred to in this standard does not include the administration of psychiatric medication or medications administered intramuscularly. Such medications should only be administered by trained medical personnel of at least the level of registered nurse.

9319 Stimulants, tranquilizers, psychotropic drugs and drugs requiring intramuscular administration are prescribed only by a physician, following a physical examination of the juvenile by the physician, and are administered by a physician or registered nurse. (Essential)

DISCUSSION: The administration of drugs and medications which parents would usually administer upon a physician's instructions may be administered by detention facility staff pursuant to a physician's prescription. However, the dangers involved in the administration of intramuscular and psychotropic drugs require the greater safeguards provided by appropriate medical personnel.

9320 Under no circumstances is a stimulant, tranquilizer or psychotropic drug administered for purposes of program management and control, or for purposes of experimentation and research. (Essential)

DISCUSSION: The policy regarding the prescription of stimulants, tranquilizers or psychotropic medications states that these medications are dispensed only when clinically indicated and as one facet of a program of therapy. This policy also states that the administration of these medications is not allowed for disciplinary reasons and also discourages long term use of the minor tranquilizers.

9321 The medical record file contains the completed receiving form, health appraisal data collection forms, all findings, diagnoses, treatments, dispositions, prescriptions, and administration of medications, notes concerning patient education, notations of place, date and time of medical encounters and discharges from medical treatment. The method of recording entries in the medical record, and the form and format of the record, are approved by the responsible physician. (Essential)

DISCUSSION: The problem-oriented medical record structure is suggested. The record is complete and all findings recorded. All resident-perceived health problems must be recorded as well as the dispositions thereof.

9322 Access to the medical record is controlled by the responsible physician. The physician-patient privilege applies to the medical record. (Essential)

DISCUSSION: The physician-patient privilege is the principle of law which protects the patient from disclosure of confidences entrusted to a physician during the course of treatment. The specific statutes governing this privilege vary considerably from state to state, although all states recognize the existence of this privilege in some form. In the case of juveniles the law is particularly confused, especially as to the obligation of the physician to discuss the juvenile's medical problems with his or her parents, guardian or custodian. The facility should follow the law of the jurisdiction in which it is located. If the physician is authorized to discuss medical problems with the parents, in any jurisdiction, the physician should also have authority to discuss these matters with appropriate personnel within the facility. This is necessary because the facility, as custodian, assumes responsibility for providing routine, preventive and emergency care during the period of custody, in place of the parents

9323 Programs and training are provided for the development of sound habits and practices regarding personal hygiene. (Essential)

DISCUSSION: Training in personal hygiene is necessary as a preventive medical service. Training should include: dental hygiene, sexual hygiene, bathing, change of clothing, eating habits, exercise, rest, smoking, alcohol and drug use. (See related standard 9279.)

9324 Written policy and procedure provide that when a juvenile is in need of hospitalization, a staff member accompanies him or her and stays with the juvenile at least during admission. (Essential)

DISCUSSION: The staff member should provide caring support to the juvenile and should take a copy of the parents' medical release form authorizing him or her to provide consent to medical treatment for the facility pursuant to its custodial authority.

9325 All examinations, treatments and procedures affected by informed consent standards in the community are likewise observed for resident care; and the informed consent of resident, parent, guardian or legal custodian applies where required by law. (Essential)

DISCUSSION: Informed consent is the voluntary consent to a treatment, examination or procedure by the patient after the patient receives the material facts regarding the nature, consequences, risks and alternatives concerning the proposed treatment, examination or procedures. Medical treatment of a resident without his/her consent (or without the consent of parent, guardian or legal custodian could also result in legal complications.

9326 Written policy and procedure require effort be made to pay for residents' medical care through their parents' medical insurance, medicaid, and other such alternatives. (Important)

DISCUSSION: Residents may be covered by their parents' medical insurance, or be eligible for other forms of health coverage. Every effort should be made to have ongoing medical care paid for through these alternatives. The funds saved in the medical budget can be used to increase services to other juveniles.

9327 For youth being transferred to other facilities, summaries or copies of the juvenile's medical history record are forwarded to the receiving facility prior to or at arrival. (Essential)

DISCUSSION: Because the receiving facility has responsibility for medical care of new arrivals, it is imperative that they receive all available medical information as soon as possible. Written authorization of the juvenile is not required for the transfer of this information. This will reduce duplication of screening procedures, assure continuity in treatment, and reduce the need for segregation until existence of contagious diseases can be determined.

9328 There are medical services to meet the health care needs of female residents. (Essential)

DISCUSSION: Obstetrical, gynecological, family planning and health education services are provided as needed.

9329 Medical and dental prostheses are provided when the health of the juvenile would otherwise be adversely affected, as determined by the responsible physician. (Essential)

DISCUSSION: Prostheses are artificial devices to replace missing body parts or compensate for defective bodily functioning. The responsible physician in consultation with special physicians and dentists, determines when the health of the juvenile would otherwise be adversely affected.

Resident Rights

Public and Private Agencies

Note: The rights enumerated are not diminished or denied for disciplinary reasons because they are necessary to maintain a minimum quality of life.

9330 Written policy and procedure provide that residents are not subjected to discrimination based on race, national origin, color, creed, sex or physical handicap. (Essential)

DISCUSSION: Residents should be assured equal opportunities to participate in all facility programs. Work assignments and all administrative decisions likewise should be made without discrimination. All remedies available to free persons should be available to residents in case of discriminatory treatment.

9331 There is equal access to programs and services for male and female residents in co-correctional facilities. (Essential)

DISCUSSION: Male and female residents should be encouraged to participate equally in all facility programs and activities. There should be no discrimination in work assignments.

9332 There is written policy and procedure requiring a healthful environment for residents that includes, at a minimum:

Supervision of living units;
Clean and orderly surroundings;
Toilet, bathing, handwashing and laundry facilities;
Lighting, ventilation and heating;
Compliance with all federal, state, and local fire and safety regulations;
A wholesome and nutritionally adequate diet; and
Clothing, mattress and bedding. (Essential)

DISCUSSION: Each facility should fulfill the right of each person in its custody to a healthful place in which to live. Single room occupancy should be considered a primary goal. The facility should ensure the cleanliness of all resident areas and should comply with federal, state, and local health and safety regulations. Independent safety and sanitation inspections should be conducted annually.

9333 Written policy prohibits the facility administration from conducting medical or pharmaceutical testing for experimental or research purposes. (Essential)

DISCUSSION: Although it is recognized that such experimentation can contribute to the achievement of legitimate goals for society, it would not be possible to protect residents involved in such experiments from injury or even death. It is the responsibility of the administrator to ensure the well-being of all residents.

9334 Written policy and procedure govern voluntary resident participation in nonmedical and nonpharmaceutical testing. (Essential)

DISCUSSION: Voluntary resident participation in nonmedical, nonpharmaceutical testing should be permitted only after a review of the research design indicates the probability that no negative effects will accrue to the residents in the program. Resident participation should be documented by a signed agreement.

9335 Written policy and procedure provide that supervision and control of residents in a juvenile facility is exercised by staff only. (Essential)

DISCUSSION: The staff have an obligation to ensure that the residents participate in a safe and caring environment. This is required for normal growth and development. Facilities which have programs and techniques focusing primarily on the interaction between residents in a group setting should monitor them carefully to ensure that the juveniles are not abused or exploited by peers. Supervision of residents by staff only contributes substantially toward the achievement of this objective.

9336 There is a written resident grievance procedure, which is made available to all residents. (Essential)

DISCUSSION: A grievance procedure is an administrative means for the expression and resolution of resident problems. The facility's grievance mechanism should include: provision for written responses to all grievances, including the reasons for the decision; provision for response within a prescribed, reasonable time limit, with special provisions for responding to emergencies; provision for advisory review of grievances; provision for participation by staff and residents in the design and operation of the grievance procedure; provision for access by all residents, with guarantees against reprisal; applicability over a broad range of issues; and means for resolving questions of jurisdiction.

9337 The facility administration fulfills the right of residents to basic medical and dental care. (Essential)

DISCUSSION: Health care services should be comparable in quality to those available to the general citizenry of the area in which the facility is located. Medical care provided residents should include, at a minimum:
Assessment of health needs and general condition of the resident at admission;
A thorough physical examination by or under the supervision of a licensed physician upon admission;
Medical and dental services performed by persons with appropriate training under the supervision of a licensed physician or dentist;
Availability of emergency medical and dental treatment on a 24-hour basis;
Access to a licensed medical facility; and
Provision for resident access to medical and dental personnel.

9338 Written policy and procedures provide that residents can participate in religious services and religious counseling on a voluntary basis, subject only to the limitations necessary to maintain order and security. (Essential)

DISCUSSION: All religions should be accorded equal status and protection. Provision should be made for voluntary access to appropriate facilities, clergymen or spiritual advisers for religious counseling, publications and religious symbols, and for opportunities to adhere to dietary and other requirements of the various faiths.

9339 Written policy and procedure grant residents access to recreational opportunities and equipment, including regular outdoor exercise, unless prohibited by severe weather conditions. (Essential)

DISCUSSION: Exercise and recreation are essential to good health. The facility should provide residents a well-designed and comprehensive recreation program. Special effort should be made to provide daily physical exercise for those inmates in restricted living units.

9340 Written policy and procedure ensure the right of residents to have access to the courts. (Essential)

DISCUSSION: Residents shall have the right to present any issue, including challenging the legality of their conviction or placement, seeking redress for illegal conditions or treatment while under correctional control, pursuing remedies in connection with civil legal problems, and asserting against correctional or other governmental authority any other rights protected by constitutional or statutory provision or common law.

9341 Written policy and procedure ensure and facilitate the right of residents to have access to attorneys and their authorized representatives. (Essential)

DISCUSSION: Access to attorneys and counsel substitutes including other residents, staff and ombudspersons should be facilitated. Such access can help ameliorate grievances and individual and group tensions. The use of counsel substitutes is consistent with court decisions and provides additional resources for legal services.

9342 Written policy and procedure exist to assist residents in making confidential contact with attorneys and their authorized representatives; such contact includes, but is not limited to, telephone communications, uncensored correspondence and visits. (Essential)

DISCUSSION: Facility authorities should assist residents in making confidential contact with attorneys and their authorized representatives, who may include law students, special investigators, lay counsel or other persons who have a legitimate connection with the legal issue being pursued. Provision should be made for visits during normal facility hours, uncensored correspondence, telephone communication, and after-hours visits where requested on the basis of special circumstances.

9343 Written policy and procedure grant residents access to legal assistance from individuals with legal training and to supplies and services related to legal matters. (Essential)

DISCUSSION: The constitutional right of access to the courts requires that, when requested, residents receive assistance in preparing and filing legal papers. This should include assistance from persons with legal training, law school assistance programs and the public defender's office. The facility should furnish residents paper, typewriters and related services on request. These services should be provided free of charge to indigent residents.

9344 Written policy and procedure provide that participants are not subject to corporal or unusual punishment, humiliation, mental abuse, or punitive interference with the daily functions of living, such as eating or sleeping. (Essential)

DISCUSSION: Any sanctions which may adversely affect a youth's health, physical or psychological well-being are expressly prohibited. Corporal punishment or psychological intimidation should never be practiced. Neither should sanctions be employed that deny residents regular meals, sufficient sleep or exercise, medical care, correspondence privileges or legal assistance. This should not be construed as detracting from the regular and routine enforcement of facility rules or the application of appropriate forms of discipline.

9345 The written plan for regular searches of the facility and the residents has been reviewed by legal counsel to ascertain the legality of the plan. (Essential)

DISCUSSION: Although control of weapons and contraband is essential to the order and security of the facility, this does not justify unrestricted searches of residents and their property. A legal review of the search plan helps ensure that such searches are "suitably restricted" and that the frequency and manner of searches are reasonable. The search plan should provide for avoiding undue force, embarrassment or indignity to the individual; use of nonintensive sensors and other electronic equipment instead of body searches whenever feasible; presence of health care personnel during all searches of body cavities; conducting searches no more frequently than reasonably necessary; respecting residents' rights to their property; and publication of the plan. (See related standard 9217.)

9346 Where a new crime is suspected, written policy and procedure govern searches and the preservation of evidence. Searches are authorized only by the facility administrator or designate. (Essential)

DISCUSSION: Policy and procedure governing searches directed at solving a possible new crime should include provisions for ensuring the legal protection of the resident and the preservation of evidence for the state. Because searches may result in new criminal charges against residents and because persons in free society would be afforded protection from similar searches under the fourth amendment, the facility should adopt specific regulations detailing the manner in which such searches are to be conducted and under what circumstances.

9347 Residents are not required to participate in uncompensated work assignments unless the work is reasonably related to their housekeeping or personal hygienic needs, or the work is part of an approved vocational or training program. (Essential)

DISCUSSION: Work that benefits the community or the facility may also serve the needs of the confined juveniles. It may be part of a vocational training program, the opportunity to practice existing skills, or simply a relief from boredom. (See related standard 9429.)

9348 Written policy and procedure grant residents the right to receive visits, subject only to the limitations necessary to maintain facility order and security. (Essential)

DISCUSSION: Because strong family and community ties increase the likelihood that the resident will succeed after release, visits to residents should be encouraged. Provision should be made for visitation in pleasant surroundings, with minimum surveillance to ensure privacy. Arrangements always should be made to ensure residents confidential visits with attorneys. No restrictions should be placed on resident visitation rights, except where the chief executive officer or designate can provide substantial justification for the restriction. (See related standards in Communication: Mail, Visiting and Telephones.)

9349 Written policy and procedure grant residents the right to communicate or correspond with persons or organizations subject only to the limitations necessary to maintain facility order and security. (Essential)

DISCUSSION: Access to the public is an integral part of rehabilitation. Residents should be permitted to communicate with their families and friends, as well as with public officials, the courts and their attorneys. All correspondence should be uncensored. (See related standards in Communication: Mail, Visiting and Telephone.)

9350 Written policy and procedure provide residents reasonable access to the general public through the communications media, subject only to the limitations necessary to maintain order and security, and protect residents' rights. Media requests for interviews and resident consent are in writing. (Essential)

DISCUSSION: Except in emergencies, such as disorders and escapes, residents should have free access to the general public through the communications media or other legitimate intermediary. Residents should be permitted to conduct interviews with the media, to publish book and articles, and to sell or exhibit any creative objects or works.

9351 There are no restrictions on the right of juveniles to determine the length and style of their hair, except in individual cases where such restrictions are necessary for reasons of health and safety. (Essential)

DISCUSSION: Reasonable restrictions could include the wearing of caps when working around machinery, and the removal of hair when ordered by medical authorities in the treatment of hair infections or lice, if other treatments are ineffective.

9352 Restrictions on the right of juveniles to keep facial hair are prohibited, except in individual cases where such restrictions are necessary for reasons of health and safety. (Essential)

DISCUSSION: The personal preferences of those administering the facility should not be allowed to interfere with the free choice of appearance.

9353 Policy and procedure govern the possession of items of clothing or jewelry that could be used to inflict bodily harm. (Essential)

DISCUSSION: The juvenile's right to wear jewelry fosters individuality and pride in appearance in an institutional setting; however, this right has to be balanced against the need for safety.

9354 Juveniles may wear their personal clothing within facility guidelines, or wear combinations of their own clothing and that issued by the facility in cases where their clothing does not meet their needs. (Important)

DISCUSSION: Where clothing is provided by the facility it should be sufficiently varied so as to avoid a uniform appearance among residents.

Resident Rules and Discipline

Public and Private Agencies

Note: The standards in this section should be applied with consideration for the range of ages and maturity found in a juvenile training school. Children from 10 to 18 may be committed to a training school, and their social-emotional ages may vary more than their physical ages. The application of a disciplinary procedure may represent one thing to a naive emotional twelve-year-old and a totally different experience for a sophisticated seventeen-year-old.

9355 Written rules of resident conduct specify acts prohibited within the facility and penalties that may be imposed for various degrees of violation. (Essential)

DISCUSSION: Rules should prohibit only observable behavior that can be shown clearly to have a direct, adverse effect on a resident, other residents, or on good order in the facility. The rules also should specify the range of sanctions that can be imposed for violations. The sanctions should be proportionate to the importance of the rule and the severity of the violation.

9356 Written facility rules, listing all offenses and the range of sanctions and disciplinary procedures to be followed, are posted conspicuously in facility housing areas. Staff members assist residents in understanding the rules. The rules are translated into languages spoken by significant numbers of youth. (Essential)

DISCUSSION: Provision of a written set of rules that lists specific offenses and penalties helps ensure that all persons in the facility understand what behavior is prohibited and what penalties may be applied for violations.

9357 The written rules of resident conduct are worded positively. (Essential)

DISCUSSION: The objective of these rules should be to further the social reintegration of residents rather than simply to maintain order. The rules should emphasize resident rights and the requisite responsibilities for maintaining those rights, and, hence, a social environment that is as normal as possible.

9358 All personnel who deal with residents receive training so that they are thoroughly familiar with the rules of resident conduct, the sanctions available, and the rationale for the rules. (Essential)

DISCUSSION: All facility personnel who deal with residents in any way should receive continuous in-service training that ensures their understanding of the rules of resident conduct, the sanctions available, and the rationale for the rules. The clarity and specificity of the rules, together with this training, should preclude discrepancies among staff members in interpretation.

9359 There are written guidelines for informally resolving minor resident misbehavior. (Essential)

DISCUSSION: Written guidelines should specify misbehavior that may be handled informally, such as smoking when prohibited, leaving an assigned area, or repeated refusals to obey.

9360 Written policy and procedure specify that room restriction for minor misbehavior serves only a "cooling off" purpose, is short in time duration, with the time period—fifteen minutes to sixty minutes—specified at the time of assignment. (Essential)

DISCUSSION: Residents are quick to act out and usually just as quick to recover from their temper flareup. A few minutes restriction to their room is often all that is needed to correct the situation and permit the juvenile to resume his/her normal routine.

9361 Written policy and procedure require that prior to room restriction, the juvenile has the reasons for the restriction explained to him/her and has an opportunity to explain the behavior leading to the restriction. (Essential)

DISCUSSION: Prior to punishment for any rule infraction, the youth should be given an opportunity to explain the reason(s) for the rule violation.

9362 During room restriction staff contact is made with the juvenile at least every 15 minutes, depending on his/her emotional state. The juvenile assists in determining the end of the restriction period. (Essential)

DISCUSSION: During the period of restriction a staff person should interact with the juvenile in an effort to solve any problems, and to determine a release time.

9363 Written policy and procedure require that employees prepare a disciplinary report where they have a reasonable belief that a resident has committed a major violation of facility rules or reportable minor violations. (Essential)

DISCUSSION: In general employees should be encouraged to resolve incidents involving minor violations of facility rules on an informal basis. However, where informal resolution appears unwarranted, the staff member should prepare a report to be forwarded to the designated supervisor.

9364 Disciplinary reports prepared by staff members include, but are not limited to, the following information:

Specific rules violated;
Clear statement of the violation;
Any unusual resident behavior;
Any staff or resident witnesses;
Disposition of any physical evidence;
Any immediate action taken, including the use of force; and
Reporting staff member's signature, and date and time report is made. (Essential)

DISCUSSION: In order to properly assess charges of rule violations against residents, it is essential that all pertinent information be recorded on a disciplinary report form. This information should be as specific and comprehensive as possible.

9365 Written policy and procedure specify that, when an alleged major rule violation is reported, an investigation is begun within 24 hours of the time the violation is reported, except where there are extraordinary circumstances. (Essential)

DISCUSSION: Investigations of alleged rule violations should be commenced as soon as possible after the incident is reported. The investigating person should be a supervisory staff member and should not be the employee who reported the incident.

9366 Written policy and procedure requires that a resident charged with a major violation of facility rules is given a written copy of the alleged rule violation(s) within 24 hours of the infraction(s). (Essential)

DISCUSSION: To ensure due process, it is essential that residents are given written notice of the charges against them as soon as possible within 24 hours, for major rule violations.

9367 Written policy and procedure specify that residents charged with major rule violations are granted a hearing within seven calendar days. (Essential)

DISCUSSION: Residents charged with rule violations should receive a hearing as soon as practicable under the circumstances of the case, but definitely within seven days for major violations.

9368 Where a resident has committed a major rule violation requiring confinement for the safety of the resident or other residents, or to ensure the security of the facility, he or she is returned to the population as soon as possible. Where a due process disciplinary hearing is to take place, the youth may be confined for a period of up to 24 hours prior to the hearing. All such actions are reviewed by the facility administrator or designate immediately upon removal. Confinement for periods of over 24 hours are reviewed every 24 hours by the administrator or designate. (Essential)

DISCUSSION: Written policy and procedure should authorize the administrative removal from the program of residents to quell a disturbance, ensure the safety of the residents, or to ensure the security of the facility. The resident should be returned to the program when emergency ceases. If it is determined that a due process hearing is required, it should take place as soon as possible after program removal. To ensure that continued detention is not arbitrary or capricious, a written review should be done by the superintendent or a designate who was not involved in the original incident at least once every 24 hours.

9369 Whenever a juvenile is removed from the regular program, he or she is seen by the counselor assigned as soon as possible and at least within 24 hours of removal. (Essential)

DISCUSSION: During the period of confinement every effort should be made to identify the cause of the resident's actions and find socially acceptable ways for the resident to deal with those causes. To this end, the juvenile's caseworker, or other trained counselor, should visit the juvenile to help the youth work out the underlying problem.

9370 **Written policy and procedure specify that, behavior permitting, residents placed in confinement are afforded living conditions and privileges approximating those available to the general resident population; exceptions are justified by clear and substantiated evidence. (Essential)**

DISCUSSION: Placement in secure confinement achieves the primary purpose of isolating the juvenile from the general resident population. To the extent possible, residents in confinement should have a room with 70 square feet of floor space, food, clothing, exercise and other services and privileges comparable to those available to the general population. Where services or privileges are denied these residents, written justification should be provided.

9371 **Juveniles placed in confinement are visually checked at least every 15 minutes and visited at least once each day by personnel from administrative, clinical, social work, religious or medical units. A log is kept stating who authorized confinement, persons visiting the juvenile, the person releasing from confinement and the time of release. (Essential)**

DISCUSSION: A visit means actual entry into the room of confinement with the juvenile, or removal of the juvenile from the room of confinement for the purpose of discussion or counseling. A visit does not include routine visual checks or discussion through the door or window of the confinement room.

9372 **The facility administrator delegates authority, in writing, to one or more subordinates to conduct reviews for major violations of rules. (Essential)**

DISCUSSION: To ensure objectivity in these proceedings, reviews for major rule violations should be conducted by a person or persons who were not directly involved in the incident, and preferably, who have no knowledge of the incident. The parent agency may assign a hearing officer who is not an employee of the facility to conduct these reviews.

9373 **If the disposition of a major rule violation may include additional secure confinement, the following minimal elements of review are required:**
The resident is informed of the reasons for the action being taken;
There are provisions for an impartial hearing to review the reasons for the restriction and make a decision on the facts presented;
The resident is present and participates in the review, with an opportunity to make his/her own statement;
The resident is given assistance in presenting his/her position, if requested;
The hearing is held within 24 hours of the incident;
The decision is based solely on evidence;
A written statement is made of the findings, including the evidence relied on and the reasons for the decision;
An appeals process is available;
The resident may appeal the decision;
The resident is notified of rights of appeal;
The resident is notified of the outcome of the appeal;
The record is expunged if guilt is not established. (Essential)

DISCUSSION: A major violation of the rules may entail loss of privileges or a period of separate confinement and requires independent review of the circumstances leading to the imposition of punishment. In no case should such punishment include loss of regular meals, clothing, sleep, health care services, school, exercise, correspondence privileges, contact with parents or legal assistance. Specific time limits should be set and stated in writing for completion of each step in the process. Residents should be allowed to confront and cross-examine adverse witnesses, provided there is no threat to facility security.

9374 The training school has a sanctioning schedule which sets a maximum of 5 days of confinement in a security room for any offense. (Essential)

DISCUSSION: The time a resident spends in disciplinary detention is proportionate to the offense committed, taking into consideration the resident's prior conduct, specific program needs, and other relevant factors. In all cases an outside limit should be set on the period of detention. This limit should be consistent with case law and statutes for that jurisdiction. Where such guidelines do not exist, a maximum of 5 days of disciplinary detention should be considered sufficient for most cases. (See related standard 9368.)

9375 Written policy and procedure require that a permanent log be maintained of all residents assigned to security room confinement. (Essential)

DISCUSSION: Admissions of all residents to security room confinement should be recorded with information on name, housing location, date and time admitted, reason for admission, tentative release date, and time and special medical or psychiatric problems or needs. The log should be used to record all unusual resident behavior and all releases.

9376 There is administrative provision for a system of rewarding positive behavior of individual residents. (Essential)

DISCUSSION: There should be a system or program for rewarding residents who behave in a responsible way. Rewards should correspond to the degree of effort put forth.

9377 Written policy and procedure provide that prior to privilege suspension the youth has the reasons for the restriction explained to him/her, and has an opportunity to explain the behavior leading to the suspension. (Essential)

DISCUSSION: Prior to punishment for any rule infraction, the youth should be given an opportunity to explain the reason(s) for the violation. Privilege suspension includes denial of the use of the telephone for calls to friends, no use of the television, radio or record player, no smoking or home visits or visits from friends, no recreation or other special activity outside the facility. Privilege suspension in no instance includes loss of regular meals, clothing, sleep, health care services, school, exercise, correspondence privileges, contact with parents or legal assistance.

9378 The plan for handling major law violations by residents provides for the reporting of the matter to law enforcement authorities. (Essential)

DISCUSSION: Major crimes committed by residents in custody should not be handled internally but referred to law enforcement authorities. Where such authorities accept jurisdiction, determination of guilt and imposition of punishment becomes their responsibility. In such cases, only those sanctions necessary for facility security should be imposed. If the law enforcement authorities do not pursue the charge, the facility should treat the matter as a major rule violation.

Communication: Mail, Visiting and Telephone

Public and Private Agencies

9379 Written policy and procedure govern resident correspondence. (Essential)

DISCUSSION: All regulations pertaining to resident correspondence should be specified in writing and made available to staff members, residents and their correspondents.

9380 There is no limit on the volume of mail a resident may send or receive, except where the facility provides all postage and where there is clear and convincing evidence to justify such limitations. (Essential)

DISCUSSION: The number of approved correspondents for a resident should be unlimited, and there should be no limitation on the number of letters a resident may send or receive from them. Facilities should allow residents access to publications to the extent that such access is consistent with facility goals, internal discipline and security.

9381 Written policy and procedure provide that resident letters, both incoming and outgoing, are not read, except where there is clear and convincing evidence to justify such actions; if correspondence is read, the youth is informed in advance and is present when the letter is opened; and the action is documented. (Essential)

DISCUSSION: Residents should be permitted correspondence as long as it poses no threat to the safety and security of the program, staff, residents or the public. If mail is to be read, it should be opened in the presence of the juvenile. The reasons for the action should be documented and placed in the resident's record.

9382 Written policy and procedure govern inspection of resident letters or packages for money or contraband. (Essential)

DISCUSSION: Contraband should be removed from incoming mail and the resident advised of this action.

9383 Packages are exempted from the prohibition against inspection and censorship, and are subject to inspection at the discretion of the facility. Juveniles are notified of any items withheld from them. (Essential)

DISCUSSION: In the cases of nonenvelope or package mail the problem of security outweighs other considerations. At the discretion of the facility administration, incoming and outgoing packages sent by or to residents may be inspected; and, in cases where contraband is discovered, they may be withheld. Where items of personal property are confiscated, the resident should be notified and provided with a written statement of the items confiscated and the reason for the confiscation. Where items confiscated are not illegal but merely items prohibited by facility rules or policies, such items should be returned to sender at the facility's expense with notice of reasons.

9384 All cash sent to juveniles is retained for the juveniles and held for them in accordance with the procedures of the facility which are in writing and approved by the parent agency. (Essential)

DISCUSSION: The training school should have discretion to control the flow of cash to residents. However, when cash is intercepted and withheld by the facility, it must be in accordance with written procedures which specify who is responsible for the cash, where it is to be deposited, and the method of return or transferral upon the resident's release or placement. (See related standards 9057 and 9069.)

9385 Written policy and procedure require that incoming and outgoing mail are not held for more than 24 hours, excluding weekends and holidays. (Essential)

DISCUSSION: Inspections for contraband should not take longer than 24 hours to complete, so that incoming mail should be distributed to residents and outgoing mail sent to the post office within 24 hours of receipt.

9386 Written policy and procedure specify that residents are permitted to send sealed letters to a specified class of persons and organizations, including, but not limited to: courts; counsel; officials of the confining authority; administrators of grievance systems; and members of the paroling authority. (Essential)

DISCUSSION: Mail from residents to a specified class of persons and organizations should not be opened. Mail to residents from this specified class of persons and organizations may be opened only to inspect for contraband and only in the presence of the resident.

9387 Written policy and procedure govern the disposition of resident contraband. (Essential)

DISCUSSION: In addition to providing for notice of the seizure of contraband to both the sender and addressee, written policy and procedure should specify how seizures can be challenged and what should be done with the contraband.

9388 If requested, the facility administration provides postage for the mailing of a minimum of two letters per week for each resident, excluding legal correspondence. (Essential)

DISCUSSION: Residents should be encouraged to maintain ties with their families and friends. Such contact tends to reduce the number of juveniles who become institutionalized, losing contact with and a desire to return to the community.

Writing letters is a very effective method of maintaining contact and should therefore be subsidized as part of the program.

9389 Written policy and procedure govern visiting, and are reviewed annually and updated if needed. (Essential)

DISCUSSION: Written policies and procedures that specify all regulations pertaining to visiting should be made available to all staff members, residents and their visitors. Where necessary, these regulations should be translated into languages spoken by significant numbers of residents.

9390 Written policy and procedure provide that the number of visitors a resident may receive and the length of visits may be limited only by the facility's schedule and space and personnel constraints, or where there are substantial reasons to justify such limitations. (Essential)

DISCUSSION: Residents should not be denied access to visitation with persons of their choice, except where the chief executive officer or designate can present clear and convincing evidence that such visitation jeopardizes the safety and security of the facility or the visitors.

9391 Written policy and procedure provide that resident visiting facilities permit informal communication, including opportunity for physical contact. (Essential)

DISCUSSION: The degree of informality of resident visiting facilities should be consistent with the facility's overall security requirements. The use of devices that preclude physical contact should be avoided except in instances of substantiated security risk.

9392 Written policy and procedure specify visitor registration upon entry into the facility and the circumstances under which visitors are searched. (Essential)

DISCUSSION: Each visitor should be required to register his/her name, address and relation to the resident upon entry. Staff members may search visitors and their belongings.

9393 Written policy and procedure govern special visits. (Essential)

DISCUSSION: Special visits may include visits from persons who have come long distances, visits to hospitalized residents, visits to residents in disciplinary status and visits between residents and their attorneys. Written policies and procedures should specify the conditions for such visits.

9394 Written policy and procedure provide for resident access to the telephone to make and receive private calls. (Essential)

DISCUSSION: Sufficient telephone facilities should be provided to permit reasonable and equitable access to all residents, except those in reception units and disciplinary detention. Written procedures should specify the hours of telephone availability, maximum length of calls, and any limitations on telephone calls. Telephone facilities should allow for a reasonable amount of privacy. All long distance calls should be made collect.

Program and Services

Public and Private Agencies

Note: Juveniles are subjected to custodial care or correctional services for a variety of reasons, and the needs of each juvenile must be carefully studied and analyzed on an individual basis. Juveniles have the right to a program of supervision, care, counseling, and/or placement that complies with the dispositional order of the court and which will best meet the juvenile's normal personal growth and development needs.

While the juvenile should have the right to refuse services, the facility administration must provide those services required by the dispositional order of the court or those which are legally required of all juveniles, such as school attendance. Moreover, those services necessary for the protection of the juvenile's health and other services to which a juvenile must have reasonable exposure in order to make an informed decision about them must be provided.

9395 There is a certified, comprehensive and continuous education program for residents that includes but is not limited to: developmental education, remedial education, special education, multi-cultural education, bilingual education where population profile indicates, and tutorial services. (Essential)

DISCUSSION: The facility should provide the residents a broad educational program that is most suited to their needs and abilities. This program should be comprehensive, year round and certified by the State Education Department. Whenever possible, the training school education program should be operated under public school auspices. Residents should receive academic credit for education in the facility that can be transferred to schools in the community, and diplomas should be awarded by state or local boards of education.

9396 There is a system for ensuring that the education program continues to meet the needs of the population. (Essential)

DISCUSSION: Meeting the educational needs of residents requires a thorough knowledge of those to be served. Close working relationships between educational and classification personnel are essential. A system should be developed to review the education program regularly, and the process of developing curricula could include input from residents.

9397 The educational program is supported by specialized equipment, which meets minimum state education standards. (Essential)

DISCUSSION: Regardless of the extent of the educational program, specialized equipment is essential. (See related standard 9180.)

9398 Educational and vocational supervisors and instructors are licensed or accredited by the state or jurisdiction in which the institution is located. (Essential)

DISCUSSION: All teachers and their supervisors should be certified by the state department of education or other appropriate body, and should receive additional training to meet the special needs of residents.

9399 Formal educational and vocational programs have a ratio of one teacher for every 15 students. (Essential)

DISCUSSION: The staff-resident ratio is a significant factor in influencing effectiveness in any teaching environment. There is a systematic approach to determine the personnel requirements for the educational and vocational programs to ensure all residents access to staff and services. (See related standard 9180.)

9400 Written policy and procedure provide that each resident is assessed in terms of academic, vocational and personal needs. (Essential)

DISCUSSION: Individual resident assessment should be accomplished by obtaining information from the juvenile or through information obtained from interviews with parents and significant persons in the life of the juvenile. School records and employment records can also be very useful in completing the assessment. Included should be information on the juvenile's attitude toward education, achieved academic levels, developed vocational skills and expressed interests, level of cognitive development, significant physical disabilities and any problems that might interfere with learning.

9401 Provision is made for designing a personalized program for and with each resident which includes measurable criteria of expected behavior and accomplishments, and a time schedule for achievement; the program is documented by staff and resident signatures. (Essential)

DISCUSSION: The treatment plan of each resident stating expected goals and behavior must be clearly defined as soon as possible after admissions. The plan should include a determination of objectives and time frames for achievement, specification of plans for meeting objectives, including identification of community resources or specialized services; identification of individuals and units responsible for implementation of the program plan; and specification of the evaluation method. The expected accomplishments must be measurable and agreed upon by both the resident and the staff. The goals must be reviewed on an ongoing basis and revised when deemed necessary by the staff and/or resident. (See related standard 9465.)

9402 Program staff review changes in the resident program with the resident and document this procedure with staff and resident signatures. (Essential)

DISCUSSION: Any changes in the treatment plan of the resident must be reviewed and discussed with that resident and mutually agreed upon. Any staff changes must be accompanied by the signature of the staff member and resident involved, verifying that the change was discussed with the resident.

9403 Educational and vocational training opportunities are available to all residents except where there is substantial evidence to justify otherwise. (Essential)

DISCUSSION: The institution should ensure that educational and vocational training programs are available to all residents who can benefit from and who have an interest in such programs. Where enrollment in an education or training program is restricted, the reason should be documented.

9404 Provision is made to meet the educational and vocational needs of residents who require special placement because of physical, mental or emotional handicaps or learning disabilities. (Essential)

DISCUSSION: Residents should be placed in educational and vocational programs commensurate with their abilities, needs and interests. Where physical, mental, emotional or academic handicaps dictate, remedial services consistent with the needs, interests and abilities of the youth should be provided. Teachers certified as special education teachers should be working with handicapped and learning disabled children. (See related standard 9314.)

9405 Educational and vocational counseling are provided so that residents are placed in that phase of an educational or vocational program most suited to their needs and abilities. (Essential)

DISCUSSION: Such counseling should provide residents assistance, encouragement and feedback with respect to their educational or vocational goals, and should help ensure that each inmate's curriculum is integrated, to the extent possible, with their job assignments.

9406 The educational program allows for flexible scheduling that permits residents to enter at any time and to proceed at their own learning pace. (Essential)

DISCUSSION: Residents vary greatly in learning ability, interest level and motivation. The educational program should be structured so that a resident can enter at any time and proceed through the various grades at a comfortable pace. Individualized instruction is essential. Programmed instruction, teaching machines and educational television may be used in addition to traditional teaching methods.

9407 Pre-vocational training programs are integrated with academic programs and are relevant to the vocational needs of the residents and to employment opportunities in the community. (Important)

DISCUSSION: The facility should have pre-vocational training programs to enhance the residents' marketable skills. Such programs should include but not be limited to: pre-vocational orientation, world of work education, vocational instruction, counseling, related remedial education, career education and counseling, employability plans, and work experience.

9408 The institution uses community resources in the vocational training programs. (Essential)

DISCUSSION: Community resources can enhance the institution's vocational training programs considerably. Resources such as trade councils, employer and employee associations, federally funded projects, e.g., Job Corps, and private community action groups can help plan, fund and coordinate the institution's vocational training programs. They also may provide referrals for on-the-job training and community release, and may assist in the facility's job placement program for soon-to-be released residents.

9409 The educational program includes instruction in social living. (Essential)

DISCUSSION: The facility should provide instruction in family life, interpersonal relations, consumer activities, etc. and, where possible, should incorporate instruction in social skills in regular course content.

9410 The facility uses community educational and vocational programs for selected residents. (Important)

DISCUSSION: Educational and vocational programs in the community can supplement the facility's programs. Arrangements should be made, based on predetermined criteria for selected residents to attend classes at nearby schools.

9411 There is an annual evaluation to measure the effectiveness of the educational and vocational training programs against stated performance objectives. (Essential)

DISCUSSION: The education program should be evaluated annually either internally or by an outside organization. The results of the evaluation should be submitted to the facility administrator for review.

9412 There is a system whereby the educational and vocational training programs are assessed against stated objectives by qualified individuals, professional groups and trade associations; this assessment is done at least every three years. (Essential)

DISCUSSION: Such assessment is necessary to ensure that the facility's educational and vocational training programs are recognized and accepted by professional educators, licensing boards and trade associations. This system of accountability also can indicate those programs that are ineffective and those that should be expanded or revised. Justifications may be developed for budget presentations.

9413 The facility administration provides library services that are available to all residents. (Essential)

DISCUSSION: Every effort should be made to become part of a local library system. Young people should be encouraged to check out books and other library materials. Library services may be provided in the facility, to include reading materials for nonlibrary hours. Reading material should reflect racial and ethnic interests and be age appropriate for various levels of competency.

9414 Written policy defines the principles, purposes and criteria used in the selection and maintenance of library materials. (Essential)

DISCUSSION: Library materials should be selected to meet the educational, informational and recreational needs of the residents. They should be easily accessible and regulated by a system that prevents abuse.

9415 The facility administration has a qualified staff member available who coordinates and supervises library services. (Essential)

DISCUSSION: Each facility should have a staff member to coordinate and supervise library services on a part-time or full-time basis. This person should have training in library services or have access to a trained library consultant on a contract basis.

9416 There is a systematic approach to determining the library service needs of the population. (Essential)

DISCUSSION: Library materials should be relevant to the needs and interests of the resident population. They should reflect the different reading levels, languages, special interests and ethnicities of the residents.

9417 Library services provide for, at a minimum:
Planned and continuous acquisition of materials to meet the needs of users;
Logical organization of materials for convenient use;
Circulation of materials to satisfy the needs of users;
Information services to locate facts as needed;
A reader's advisory service that helps provide users suitable materials;
Promotion of the uses of library materials through publicity, book lists, special programs, book and film discussion groups, music programs, contests and other appropriate means; and
A congenial library atmosphere. (Important)

DISCUSSION: This standard follows the guidelines developed by the American Correctional Association/American Library Association Joint Committee on Institution Libraries.

9418 The library is functional in design and inviting in appearance. (Essential)

DISCUSSION: The library should be well lighted and have good acoustics and temperature control so that the facility is conducive to concentration. Space should be provided for reading, conferences, and group viewing and listening. The library's furnishings should be selected for attractiveness, durability, comfort and ease of maintenance. Based on need, equipment should include, at a minimum, typewriters, photo duplication equipment, record players and a telephone.

9419 Written policy and procedure provide recreation schedules and a plan for constructive leisure time activities. (Essential)

DISCUSSION: There should be opportunities for exercise and constructive leisure time activity for at least two hours on school days and three hours on nonschool days, not including time spent watching television. Recreation should be organized and supervised by a staff member trained in physical education, and there should be one recreation worker for each 15 juveniles during recreation periods.

9420 A facility of 50 or more juveniles has a full-time, qualified recreation director who plans and supervises all recreation programs. Facilities of less than 50 residents have a staff member trained in recreation or a related field. (Essential)

DISCUSSION: Recreation should be supervised and organized by a staff member trained in recreation or a related field, and there should be one recreation worker for each 15 juveniles during recreation periods.

9421 A variety of fixed and movable equipment is provided for each outdoor play area. (Important)

DISCUSSION: Examples of the variety of equipment that should be available are a jungle gym, tetherball, basketball, volleyball, softball, punching bag and heavy bag. Advice of local recreation directors or the National Recreation and Parks Association should be sought.

9422 Written policy governing recreation encourages interaction with the community. (Important)

DISCUSSION: Such interaction may include bringing in volunteers to provide instruction, inviting drama and other entertainment groups to the facility and taking residents into the community for recreational activities.

9423 Written policy and procedure provide for residents to participate in religious services and counseling on a voluntary basis. (Essential)

DISCUSSION: All program participants should have the opportunity to voluntarily practice their respective religions. Youths should be permitted to attend religious services of their choice in the community when possible, and to receive visits from representatives of their respective faiths.

9424 Written policy and procedure provide for access to religious programs for all residents who are affiliated or wish to become affiliated with religious denominations or groups. (Essential)

DISCUSSION: It is the responsibility of the facility to ensure that all residents are able to exercise their constitutional right to practice their religious beliefs. Information on religious services should be made available to residents at the time of orientation and residents should be kept informed about opportunities to participate in religious programs on a continuing basis.

9425 A staff member coordinates the institution's religious programs. (Essential)

DISCUSSION: Because it is not feasible to provide full-time representatives of all denominations represented in the resident population, there should be a single staff member to coordinate religious services and community resources to meet the religious needs of residents.

9426 There is a systematic approach to determine the personnel requirements for the religious programs to ensure all residents access to staff and services. (Essential)

DISCUSSION: Provision should be made to formally determine each resident's religious beliefs and practices and to ensure that they are accommodated.

9427 Written policy and procedure provide for resident access to religious publications, and opportunities to adhere to the dietary and other requirements of the various faiths. (Essential)

DISCUSSION: Counseling refers to the planned use of interpersonal relationships to promote social adjustment. A counseling program that is coordinated with the activities should be regulated by written guidelines that define the purpose and scope of each activity. Provision should be made for supervision of all activities

9428 The institution provides facilities and equipment for the conduct of religious programs for residents. (Essential)

DISCUSSION: Ideally, the religious services program should be conducted in a separate building or section of the facility that includes sufficient space for religious services, counseling and chaplain's offices. Equipment, office supplies and secretarial help should be provided commensurate with the needs of the religious program personnel.

9429 All juveniles may be required to perform housekeeping and yardkeeping functions provided:
The work is not unreasonably arduous or demeaning;
The work can be shown to be of benefit to the juvenile; and
The work does not have as its primary purpose monetary benefits to the facility or parent agency. (Essential)

DISCUSSION: Housekeeping should be part of the overall program of personal hygiene. Required work for juveniles should not be prohibited. Benefits to the juvenile may accrue when the work is vocational in nature, or even when not vocational where more general skills such as working with others and following instructions may be learned. This standard retains the philosophy that work per se can benefit juveniles while prohibiting those abuses of institutional work programs which counteract the benefits. (See related standard 9347.)

9430 Provision is made to compensate residents for nonroutine work performed. (Essential)

DISCUSSION: When a resident is required to work as part of a program and to the extent that such work benefits the facility, the resident should be paid. Residents on work assignments not connected with personal housekeeping or hygiene needs should also be fairly compensated for such work. Work that is of a public service nature in the community need not be compensated, but it should be voluntary.

9431 All residents employed outside the facility either full or part-time, comply with all legal and regulatory requirements. (Essential)

DISCUSSION: Staff members should make certain that residents who work have complied with all applicable legal and regulatory requirements related to employment (e.g., work permits, social security registration). Staff members also should check with employers to make sure that the youths are receiving at least the applicable minimum wage and are protected by health and safety laws. Periodic checks should also be made to ensure that residents are performing adequately on the job and are working under acceptable conditions.

9432 The resident training and work programs utilize the advice and assistance of labor, business and industrial organizations. (Important)

DISCUSSION: The institution should actively pursue cooperation from labor and industry to help plan and evaluate institution work programs and assist in work release, job training and job placement. The establishment of advisory boards of joint councils should be considered.

9433 The facility administration maintains a social services program that makes available a range of resources appropriate to the needs of residents, including individual, group and family counseling and community services. (Essential)

DISCUSSION: Social services can assist residents with family and personal problems through supportive guidance and professional assistance. Some of these services may be provided through contractual arrangements with community agencies.

9434 Residents are afforded access to mental health counseling and crisis intervention services in accordance with their needs. (Essential)

DISCUSSION: Juveniles placed in training schools are in some cases highly disturbed; therefore, it is imperative that mental health, psychiatric and crisis intervention services are available on an as-needed basis. Treatment offerings should include group therapy, and group and individual counseling.

9435 The social services program is administered and supervised by a person qualified and trained in the social or behavioral sciences. (Essential)

DISCUSSION: The social service program supervisor should have a graduate degree in the social or behavioral sciences, e.g., psychology, social work or counseling, to handle the administrative and programming responsibilities.

9436 Social services personnel share relevant information and coordinate their efforts with appropriate facility child care staff. (Essential)

DISCUSSION: All facility personnel should be familiar with the counseling programs so that they may refer residents when indicated. Counselors frequently have information about residents that will help other staff in their work with the residents.

9437 Case management personnel are available in a ratio of a minimum of one for every 20 residents to provide counseling and social services to residents. (Essential)

DISCUSSION: Social services can assist residents with family and personal problems through supportive guidance and professional assistance. Some of these services may be provided through contractual arrangements with community agencies. A counseling program that is coordinated with the overall facility rehabilitation program can be effective in resolving personal and interpersonal problems. Although staff members should encourage participation, it is critical that the decision to participate in a counseling program should be made by the resident.

9438 Written policy and procedure provide that staff members are available to counsel residents at their request; provision is made for counseling residents on an emergency basis. (Essential)

DISCUSSION: To help residents with their personal problems and with their adjustment to the facility, staff members should make time available, on a regularly scheduled basis, for appointments with residents who request it. Because residents may have problems that require immediate attention, at least one staff member should be available 24 hours a day.

9439 Facility staff identify the collective service needs of the juvenile population at least annually; special treatment programs are provided to meet the needs of residents with specific types of problems. (Essential)

DISCUSSION: Although the service needs of individual juveniles are important, the agency has a responsibility to assess periodically the collective needs of all confined juveniles to ensure that it is maximizing the delivery of services. This is particularly important in identifying youth who should be part of special treatment programs, such as drug abusers, alcoholics, mentally ill, retarded or gifted youth. Determination of collective needs emerge from a well-planned information system, careful screening of case files, and discussion with staff, residents and other persons concerned with the program. (See related standards 9127, 9314, 9315 and 9456.)

9440 There is a system for residents and staff to communicate with one another at all times. (Essential)

DISCUSSION: There are many ways of assuring communication between staff and residents. While mechanical devices may be used to enhance contact with residents, there is no substitute for personal contact. A youth care worker should be within easy physical access by residents at all times, without undue interference with personal privacy.

9441 Written policy and procedure provide for the issue of clothing to residents that is of proper size and of the character usually worn by children and adolescents in the community. (Essential)

DISCUSSION: Residents should be encouraged to wear their own clothing which is suited to the existing climate and seasonal conditions. If there is a formal dress code established by the facility it should require that clothing be neat and clean and of proper size. They should be permitted to wear the types of clothing similar to those worn by youth in the community.

9442 Written policy and procedure provide for and govern escorted, and unescorted or day leaves into the community. (Essential)

DISCUSSION: There should be provision to escort residents into the community for needed medical and dental care, to visit ill family members or attend funerals, to participate in community affairs and/or events that would have a positive influence upon the resident. Unescorted or day leaves should be extended for a variety of reasons related to the juvenile's planned return to the community and consistent with the public safety.

9443 Where statutes permit, written policy and procedure allow for resident participation in employment, restitution or school release programs. (Essential)

DISCUSSION: Work or school release permits residents to leave the facility during the day to engage in employment or in an acceptable educational or training program in the community. However, if a resident successfully participates in such a program his or her status should be reviewed by the juvenile court and unless justification can be shown, he or she should be transferred to a nonsecure community program or released to the care and custody of his or her family.

9444 Day release programs require:
Written operational procedures, careful screening and selection procedures;
Written rules of conduct;
A system of supervision to minimize abuse of program privileges;
A complete record-keeping system;
A system for evaluating program effectiveness; and
Efforts to obtain community cooperation and support. (Essential)

DISCUSSION: All day release programs should be staffed and funded adequately, and operated according to a detailed written plan. Selection of residents should be restricted to those deemed suitable, and should be based on an assessment of the potential benefits to the juvenile and the safety of the community.

9445 Written policy and procedure specify behavior that is unacceptable during day release and sanctions that may be applied to residents who exhibit this behavior. (Essential)

DISCUSSION: Written guidelines should specify rules for behavior during day release. Sanctions commensurate with violations of these rules also should be specified. They should range from a reprimand to removal from the program. All residents in a temporary release program should be given a copy of these rules and sanctions.

9446 The release preparation program provides for placement in community residential centers and prerelease centers for residents needing transitional assistance. (Important)

DISCUSSION: A major need for many newly released juveniles is a place to live. For some, the small, privately-operated community residential center may be extremely helpful. This type of transitional residence offers privacy and some structure and guidance. For others, a foster home placement may be appropriate. The central state agency for juveniles should make available to the facility funds to purchase such services on a contractual basis.

Reception, Classification, Transfer and Release

Public and Private Agencies

9447 Written policy and procedure govern the reception and orientation of newly admitted residents. (Essential)

DISCUSSION: The reception period is important in determining resident attitudes about confinement. Policies and procedures should be designed to assist new residents during this difficult period.

9448 Written procedures for admitting new residents include but are not limited to:

Verification of commitment papers;
Complete search of the individual;
Disposition of clothing and personal possessions;
Medical screening including tests for infectious disease;
Shower and hair care, if necessary;
Issue of clean clothing;
Notification of family;
Interview for obtaining identifying data;
Screening interview by counselor to answer questions and obtain information;
Orientation;
Issue of personal hygiene items;
Assisting resident in notifying their families of their admission and procedures for mail and visiting;
Assignment to a housing unit; and
Assigning the resident a register number. (Essential)

DISCUSSION: During the admission process staff members should answer all questions as fully as possible and in a courteous manner. This is an extremely difficult period for newly admitted residents because they are unfamiliar with staff expectations and do not always understand what is happening to them. (See related standards in Records.)

9449 Written policy and procedure require the preparation of a summary admission report for all new admissions to the facility that includes, but is not limited to:

Account of the legal aspects of the case;
Summary of criminal history, if any;
Social history;
Medical history;
Vocational interests and experience;
Educational status;
Religious background and interests;
Psychological evaluation;
Housing officer and other staff reports; and
Staff recommendations. (Essential)

DISCUSSION: The summary admission report constitutes the first document in the resident's cumulative case record. This document may be duplicated and used for review by the classification committee and the unit management team. It is an essential tool for the development of a program for the resident.

9450 Written policy and procedure provide that new residents receive orientation in their own language; completion of orientation is documented by a statement that is signed and dated by the resident. (Essential)

DISCUSSION: Orientation should provide new residents an understanding of what is expected of them and what they may expect to derive from the programs. Orientation may include formal classes, distribution of brochures that describe facility programs and rules and regulations, and discussion of the facility's programs and procedures. Orientation also should be used to observe resident behavior and to identify special problems. (See related standards 9355 and 9356.)

9451 Written policy and procedure require that a written, itemized list is made of all personal property in the possession of a newly admitted resident. A copy of this list, which notes all property that will be held until release, is given the resident. (Essential)

DISCUSSION: An inventory should be made of each new resident's personal possessions, and these possessions should be stored in a secure place and returned to the resident at the time of release. Contraband that is confiscated should be noted as such on the inventory list. The list should be signed by the resident and the staff member taking the inventory.

9452 There is a program for new residents during the reception period. (Essential)

DISCUSSION: The daily program for residents in the reception program should include interviews, testing and other activities related to the admission process, as well as education, work and recreation programs. New residents should be provided reading materials and should be permitted to attend religious services. They should receive exercise on the same schedule as the general population.

9453 There is a classification manual containing all the classification policies and detailed procedures for implementing these policies. This manual is made available to all staff involved with classification and is reviewed at least annually and updated if necessary. (Essential)

DISCUSSION: The classification manual should include, at a minimum: detailed policies regarding initial resident classification and reclassification; instructions regarding the makeup of the unit, team or full classification committees, as well as the duties and responsibilities of each; definition of the various committees' responsibilities for custody, employment and vocational/program assignments; instructions as to what phases of a resident program may be changed by the various committee levels; specific procedures relating to resident transfer from one program to another and from one facility to another; and content of the classification interview.

9454 There is a written plan for classifying residents which considers the level of risk presented and the type of housing required, and participation in facility and community programs. (Essential)

DISCUSSION: The classification system should help ensure that residents participate in appropriate programs that will assist them during their residence and subsequent release to the community. Each newly admitted resident should be evaluated in terms of personal, medical and social history. No resident should receive more surveillance or assistance than required and no resident should be kept in a more secure status than potential risk requires.

9455 Written policy and procedure provide that except in unusual circumstances, initial classification of residents is completed within one week of admission from court and within two weeks after transfer from another facility. (Essential)

DISCUSSION: Residents should be removed from the reception unit/program as soon as possible so that they may be assigned to a program most appropriate to their needs and interests. At initial classification, each resident should be assigned to a staff member to ensure supervision and personal contact; a unit management team may perform this function.

9456 Written policy and procedure provide for the classification of residents with special needs. (Essential)

DISCUSSION: Residents with special needs include but are not limited to drug and alcohol abusers, and persons who are emotionally disturbed, mentally retarded, or suspected to be mentally ill. Classification procedures should exist to identify the number, type and frequency of commitment of these groups of residents. Where number or frequency of commitment warrant, special programs should be instituted for the appropriate management and effective handling of these youths. (See related standard 9439.)

9457 The written plan of resident classification specifies that the program and status review of each resident occurs at least every month; the outcome of each review is documented. (Essential)

DISCUSSION: Residents have adjustments to make, and these adjustments and changes in plans must be reviewed by a classification committee unit management team or staff member. It is essential that the program records reflect any change, or lack of it, in the individual case record and that this be done every month, at a minimum. This review provides some assurance that residents are not overlooked in the treatment and reintegration process.

9458 The written plan for resident classification specifies criteria and procedures for determining and changing the status of a resident. (Essential)

DISCUSSION: Decisions affecting the classification and status of residents usually have a significant effect on their degree of liberty, access to services, basic conditions of existence and eligibility for release. There should be due process safeguards when classification reviews involve an increase in level of custody, transfer to another facility or other program that would adversely affect the resident.

9459 Written policy and procedure specify an appeals process for classification decisions. (Essential)

DISCUSSION: Classification should be considered an ongoing process, and procedures should be developed for reclassification. Residents should be permitted to request reviews of their progress and to request changes in their housing and program arrangements. Written procedures for reviewing classification should include provision for appeal to the administrator.

9460 Written policy and procedure grant residents the right to refuse services, unless the services are legally required for all youths (e.g., education), are necessary for the protection of the youth's health and are required by the dispositional order of the court. (Important)

DISCUSSION: Although all youth committed to the state agency should be expected to participate in any programs and services set forth in the court's dispositional order, the concept of the right of the youth to refuse rehabilitative services should be respected. Only upon a showing that a youth is incompetent to determine the extent of their own participation should the refusal be overridden.

9461 There is a written plan for transfer of residents to secure facilities which specifies the objectives of the plan, details the methods for achieving the objectives and provides a monitoring and evaluative mechanism. The plan is reviewed at least annually and updated if necessary. (Essential)

DISCUSSION: The facility should develop and implement a written plan for transferring residents from minimum to maximum security facilities in order to prevent arbitrary transfers and to avoid the necessity of judicial intervention. Some youth require more individualized programs in a controlled situation.

9462 The written plan for transfer of residents to secure facilities specifies the criteria for selection of residents. (Essential)

DISCUSSION: The types of juveniles who should be considered for transfer to a close security facility include those who pose serious danger to self and others, youths who have established a pattern of absconding, and youths who have a need for protection.

9463 Written policy and procedure provide due process safeguards for residents prior to transfer to secure facilities. In the case of emergency transfers, such safeguards are instituted immediately after transfer. (Essential)

DISCUSSION: Residents who are considered for transfer to more secure facilities should be afforded due process safeguards that include but are not limited to: written notice of charges; representation by a staff member; informal rules of evidence; right to present evidence and call witnesses; right of resident to be present during the hearing unless it is determined by the hearing officer that it would be harmful for the resident to hear specific testimony; an impartial hearing officer(s); written notice of the decision; and preparation of a record of the hearing.

9464 Consistent with statutes, written policy and procedure provide for the referral of mentally ill juveniles to mental health facilities, and for programs for mentally retarded juveniles. (Essential)

DISCUSSION: When a resident is believed to be mentally ill and the facility or parent agency cannot provide appropriate services, transfer to a mental health facility should be effected only by referral to the juvenile court. This standard is intended to avoid inappropriate and administrative transfer of adjudicated delinquents to mental health facilities. (See related standard 9348)

9465 Written policy and procedure provide for programs of release preparation for all residents; these programs are initiated immediately after admission to the facility and with the participation of the resident involved. (Essential)

DISCUSSION: The facility should have a written description of its program for preparing the juvenile for release to community supervision. This release plan should be developed for each resident as soon as possible after admission and should encompass the personalized classification program outlined for the juvenile. It should focus on the juvenile's ultimate return to the community. (See related standards 9401 and 9402.)

9466 Written procedures for releasing residents include, but are not limited to:
Verification of identity;
Verification of release papers;
Completion of release arrangements, including the person or agency to whom the juvenile is to be released;
Return of personal effects or contraband;
Check to see that no facility property leaves the facility;
Completion of any pending action, such as grievances, claims for damages or lost possessions;
Medical screening and arrangements for community follow-up where needed; and
Instructions on forwarding of mail. (Essential)

DISCUSSION: The release process should ensure that all matters relating to the facility are completed. If the juvenile is to be released to his or her family the person accepting the juvenile should be identified, or an unescorted release must be verified. If released to another agency everyone involved should understand what is to occur with respect to timing, expectations, forwarding of records and the person who will complete the transfer. Parents also must be notified.

Release and Revocation

Public and Private Agencies

Note: When the training school or parent agency responsibility includes determination of release from confinement for juveniles through an institutional process, the following standards apply. Where a separate parole board functions, the standards in the *Manual for Juvenile Probation and Aftercare Services* apply.

Release Hearing Provisions

9467 The criteria which are employed by the releasing authority in its decision-making are available in written form and are specific enough to permit consistent application to individual cases. (Important)

DISCUSSION: The fair application of discretion requires that a releasing authority articulate clearly and explicitly the basis of his decision-making judgments. Such an expression is necessary for the equitable operation of the field supervision system and for the understanding of the public and the offender. Vague statements or pleas for total individualization in decision-making are not sufficient. Criteria development is difficult but, nonetheless, a central responsibility of a releasing authority and others who share the responsibility for the juvenile.

9468 Juveniles are scheduled automatically for hearing and review by the releasing authority or designated agent when they are first legally eligible for release consideration, or upon completion of prescribed program, in order to set a tentative release date. (Essential)

DISCUSSION: It is essential that a juvenile be seen by a releasing authority representative relatively soon after he/she is received in an institution, or as soon as he/she is first eligible for release consideration. At this time, the authority should explain its criteria for release to the juvenile. Juveniles, institutional personnel and field staff should have a clear idea of the authority's view of the offender's case as soon as possible to determine the factors which the authority sees as important to releasing the youth.

9469 Juvenile offenders are given the reasons for deferral of release in writing, and the decision is recorded in the case record. (Essential)

DISCUSSION: In general, there is an expectation that a tentative release date once fixed will be observed unless sound reasons to the contrary are evidenced. From time to time, sufficient information will come to an authority's attention to require it to defer a date. In such a case, the authority makes a record of the specific reasons for the deferral of release, and fixes a definite time for the next review of the case. The aim is to keep a clear release date, known to juveniles and corrections officials, and to articulate the reasons for various actions taken by the releasing authority. Temporary delays may be required because of circumstances surrounding a specific release plan or situation. These delays should be quite brief—no more than a few days—and controlled by authority policy and appropriate administrative review.

9470 Written policy and procedure state that juvenile offenders can be released earlier than initially anticipated, according to law and in conformity with the authority's previously established and written criteria. (Essential)

DISCUSSION: It is essential that a releasing authority establish criteria which may be used to advance the release date of a juvenile. For example, the behavior of the youth in a community program, particularly meritorious efforts while in the institution, or a mutually agreed upon program contract may be among the conditions which a release authority might establish as legitimate criteria for advancing a release date.

9471 The releasing authority has available in writing information about a juvenile's prior history, his/her current situation, events in the case since any previous hearing, information about the juvenile's future plans, and relevant conditions in the community. (Essential)

DISCUSSION: The degree to which a release hearing is effective will be determined in large measure by the quality and accuracy of the information which is available to the person hearing the case.

9472 Materials in the case files are clearly identified as to source, verification and confidentiality. (Essential)

DISCUSSION: The degree to which release decision-makers may rely on information is determined in large measure by the accuracy of the material. One key to that assessment is knowing that material has been verified and the nature of that verification. It is, therefore, imperative that all relevant materials in case files are labeled as to the extent and method of verification and the confidentiality of the file material.

9473 In those cases which in the opinion of the releasing authority require an examination and opinion by psychiatrists or psychologists, certified members of the appropriate professions are available for such examinations and opinions. (Essential)

DISCUSSION: From time to time, the opinions of professional personnel, such as a psychiatrist or psychologist, are extremely important in release decision-making. It is essential that a correctional system is able to provide such expert analysis when required by the releasing authority.

9474 Juvenile offenders have access to the information on which release decisions are made, except that information which, in accordance with the authority's written policy, is specifically classified as confidential for good and sufficient reasons, and is so designated. (Essential)

DISCUSSION: In the absence of compelling reasons for nondisclosure, the youth should be familiar with the information regarding his/her case. When information is not made available to a juvenile because of its sensitive nature, it should be so identified in the file. Agency policy should specify what information will be made available to the juvenile, particularly where his/her mental and/or social adjustment might be affected, where a co-defendant is involved, where a confidential juvenile record is included, or where informants are named in the record. Staff and authority members should have clear instructions on the release of official information. Records and documents must be handled in accordance with established procedures or upon other proper authorization. It is important for subsequent review that it be clear which material was not open to review by the juvenile.

9475 The releasing authority does not accept the presence of a detainer as an automatic bar to release, pursues the basis of any such detainer, and releases the juvenile to detainers where appropriate. (Important)

DISCUSSION: Detainers represent an outstanding charge which may or may not be adjudicated, and should not automatically constitute a bar to release. Staff should, as a matter of practice, trace detainers to determine their basis. When appropriate, the releasing authority should release inmates to detainers.

Revocation Provisions

9476 The agency responsible for the community supervision of the juvenile is authorized to petition the placing authority if it appears that the juvenile has willfully failed to comply with any part of the disposition or release order. A copy of this petition is provided to the juvenile, his/her attorney, parent and/or guardian. (Essential)

DISCUSSION: The court or releasing authority should be informed of all cases of willful nonconformance by the juvenile, since this is the agency with the authority to apply sanctions against the juvenile.

9477 Written policy and procedure specify that juveniles alleged to have violated conditions of their probation/aftercare are not placed in detention unless it is necessary to protect the public safety, prevent self-injury, or ensure the presence of the juvenile at subsequent court hearings. (Essential)

DISCUSSION: Violations of the conditions of community supervision do not necessarily require detention. In keeping with the principle of applying the least intrusive restriction, specific criteria should govern the use of detention.

9478 Written policy and procedure specify that violations of the conditions of community supervision, that also constitute a delinquent offense, are processed as a new delinquency proceeding by submitting a complaint to the intake unit. (Important)

DISCUSSION: This procedure ensures that the juvenile will have all the procedural protections that are applicable when there are allegations of delinquent conduct, including the requirement of proof beyond a reasonable doubt.

Volunteer Involvement

Public and Private Agencies

9479 Written policy and procedure provide for securing citizen involvement in the programs, including roles as advisors, interpreters between the program and the public, direct service roles, and cooperative endeavors with juveniles under supervision. (Essential)

DISCUSSION: The facility administrator should seek assistance from citizens in the community. Volunteers can be used to help coordinate and staff the facility's educational library, recreational, religious and other programs and can serve as advisers to residents.

9480 There is a staff member who is responsible for administering the volunteer services program. (Essential)

DISCUSSION: Assignment of a senior staff member to supervise the volunteer program will help ensure that the citizens who volunteer their time will receive guidance, support and the resources they need.

9481 Written policy and procedure specify the lines of authority, responsibility and accountability for the volunteer services program. (Essential)

DISCUSSION: These should be communicated to all residents, staff members and volunteers so that residents and staff members who have suggestions for programs can bring them to the attention of the appropriate person and so that volunteers know how to obtain guidance and resources. Volunteers should be allowed to attend staff and in-service training that pertain to the volunteer services program.

9482 Volunteers are recruited from all cultural and socioeconomic segments of the community. The procedure for selecting volunteers is similar to that used for selecting paid personnel. (Essential)

DISCUSSION: Efforts should be made to recruit volunteers from all segments of society. The selection process should include obtaining basic information about each applicant and a personal appearance. If rejected, the applicant should be informed of the reasons and provided an appeal process.

9483 Prior to assignment, each volunteer completes an orientation and training program appropriate to the nature of the assignment. (Essential)

DISCUSSION: An initial orientation session should address the history, policies and regulations of the facility and should include an overview of the program so that the volunteers may develop a sense of their role in the program. Orientation should include a description of the volunteer's duties, as well as review of the needs, attitudes and lifestyles of the resident population. One-time or short-term volunteers may require less intensive orientation, especially in small facilities.

9484 There is a system for official registration and identification of volunteers. (Essential)

DISCUSSION: All volunteers should be registered with the parent agency for insurance purposes. An identification card should be issued to each volunteer and an identification record should be kept at the facility for each volunteer. This record ensures proper identification and should include a photograph, address, telephone number at which the volunteer can be reached and other job-related information. One-time volunteers may require only the approval of the facility administrator.

9485 Volunteers agree in writing to abide by all facility policies, particularly those relating to confidentiality. (Essential)

DISCUSSION: The facility should develop written policies and procedures specifying that volunteers respect all facility policies. It is particularly important that volunteers respect the confidentiality of records and other privileged information.

9486 Written policy specifies that volunteers perform professional services only when certified or licensed to do so. (Essential)

DISCUSSION: Volunteers should not perform professional services without proper certification, examination or license, if required. It is suggested that volunteers offering professional services be required to cite their credentials and/or certificate status in their initial application. Tutoring or sponsorship of a craft or hobby program is not considered a professional service. This procedure will enable appropriate use of professional services and satisfy state requirements.

9487 Written policy and procedure provide that the administrator curtails, postpones or discontinues the services of a volunteer or volunteer organization when there are substantial reasons for doing so. (Essential)

DISCUSSION: The administrator should balance the benefits of volunteer participation with the potential risks. Where volunteer activity can be shown to threaten the order and security of the facility or the safety of the volunteer, such activity should be limited or discontinued until the problem is resolved.

Glossary

Absconder

An escapee or runaway from a juvenile training school.

Adjudicatory Hearing

A hearing to determine whether the allegations of a petition are supported by the evidence beyond a reasonable doubt or by a preponderance of the evidence.

Admission

The point of entry into a program; during admission processing the youth receives an orientation to the goals of the program and to program rules and regulations. Assignment to living quarters and to appropriate staff members is also completed at this time.

Agency

The unit of a governing authority which has direct responsibility for the execution of a corrections program, including the implementation of policy as set by the governing authority. For a community residential center, this would be the administrative headquarters of the facilities. In a public agency, this could be a probation department, welfare department or similar agency.

Agency Administrator

The administrative officer appointed by the governing authority, or his/her designate, who is responsible for all operations of the probation and/or aftercare agency and all related programs placed under his/her control.

Case Conference

A conference between those individuals working with a juvenile under supervision for the purpose of seeing that court-ordered services are being provided to the juvenile and his/her parents.

Casework

The function of the caseworker, social worker, or other professional in providing social services to the juvenile and his/her parents, such as counseling.

Community Resources

Those social and welfare agencies, service clubs, citizen interest groups, self-help groups, and individual citizen volunteers who have the potential to assist juveniles. These various resources, which may be public or private, national or local, have the potential for help ranging from material and financial assistance, to guidance, counseling and supportive services in the wide array of youth interest.

Contraband

Any item possessed by residents or found within the facility which is declared illegal by law or which is expressly prohibited by those legally charged with the responsibility for administration and operation of the facility.

Contractual Arrangement

An agreement between a private party to provide services to juveniles for remuneration, such as an incorporated agency or a married couple. (See Independent Operators.)

Counseling

Planned use of interpersonal relationships to promote social adjustment. Counseling programs provide opportunities to express feelings verbally with the goal of resolving problems of individual youth. There are at least three types of counseling that may be provided: individual, in a one-to-one relationship; small group counseling; and, large group counseling in a living unit (i.e., therapeutic community.)

Delinquent Act

An act that if committed by an adult would be called a crime.

Delinquent Youth

Variously referred to as a *juvenile delinquent* or a *criminal-type offender*, this is a youth who has been charged with or adjudicated for conduct which would, under the law of the jurisdiction in which the offense was committed, be a crime if committed by an adult. (See also Status Offender and Juvenile Offender.)

Detainer

A warrant placed against a person in a federal, state or local correctional facility, notifying the holding authority of the intention of another jurisdiction to take custody of that individual when he/she is released.

Detention

Temporary care of a youth alleged to be delinquent who requires secure custody in a physically restricting facility pending court disposition or execution of a court order.

Due Process Safeguards

Those procedures which ensure just, equal and lawful treatment of youth involved in all stages of the juvenile justice system, such as notice of allegations, impartial and objective fact finding, right to counsel, right to confront accuser, call witnesses and present evidence, a written record of proceedings, and a statement of any disposition ordered with the reasons for the disposition.

Facility

A place, an institution, a building or part thereof, set of buildings or an area whether or not enclosing a building or set of buildings which is used for the lawful custody and treatment of juveniles and may be owned and/or operated by public or private agencies.

Field Services

Services provided delinquent youth or status offenders in the community by probation, parole or other agencies.

Field Staff

The professional worker assigned case responsibility for control, supervision and provision of program services to delinquent youth. (Sometimes referred to as *field workers*.)

Governing Authority

For public governmental agencies, this is the administrative department or division to whom the agency reports; it is the policy-setting body. For private agencies, this may be an administrative headquarters or central unit, or the board of directors or trustees.

Hearing

A proceeding to determine a course of action, such as the placement of a youth, or to determine guilt or innocence in a disciplinary matter. Arguments, witnesses or evidence are heard by a judicial officer or administrative body in making the determination.

Holidays

All days legally designated as nonworkdays by statute or by the chief governing authority of a jurisdiction.

Information System

The concepts, personnel and supporting technology for the collection, organization and delivery of information for administrative use. There are two such types of information: (1) Standard information, consisting of the data required for operational control, such as the daily count of individuals on probation or parole, payroll data in a personnel office, probation/parole success rates, and caseload levels in a probation or parole agency; (2) Demand information, consisting of information which can be generated when a report is required, such as information on the number of probationers/parolees eligible for discharge during a twelve-month period by offense, sentence and month of release.

Intake

The process for determining whether the interests of the public or the juvenile require the filing of a petition with the juvenile court. Generally an intake officer receives, reviews and processes complaints, recommends detention or release where necessary, and provides services for youth and their families including diversion and referral to other community agencies.

Interstate Compact for the Supervision of Probationers and Parolees

An agreement entered into by eligible jurisdictions in the United States and its territories, except the District of Columbia and Guam. The Compact provides the means for these jurisdictions to function cooperatively in working with probationers and parolees.

Interstate Compact on Juveniles

An agreement authorizing the interstate supervision of juvenile delinquents and the cooperative institutionalization of special types of delinquent juveniles, such as psychotics and defective delinquents. Forty-nine of 54 eligible jurisdictions have ratified this Compact.

Juvenile Court

The court having jurisdiction over juveniles who are alleged or found to be delinquent.

Juvenile Offender

An individual subject to the exercise of a juvenile court jurisdiction for purposes of adjudication and treatment based on age and offense limitations as defined by state law. (See Delinquent Youth.)

Life Safety Code

A manual published by the National Fire Protection Association specifying minimum standards for fire safety necessary in the public interest; one chapter is devoted to corrections facilities.

Non-exempt Employee

Exempt employees are persons "employed" in a bona fide executive, administrative, or professional capacity . . ." as defined in Title 29 of the Code of Federal Regulations, Chapter V, Part 541; non-exempt employees are persons not fitting this description, such as clerical staff.

Non-Residential Programs

Non-residential programs provide intensive services to youth who live at home and report to the program on a daily basis. Youth in these programs require more attention than provided by probation and parole services. Often the program operates its own education program through the local school district. The population of daycare programs may be as many as 50 boys and girls ranging in age from 10 to 18 years of age. The population is usually drawn from court commitments, but may include youth enrolled as a preventive or diversionary measure. The program may operate as part of a residential program, and it may provide space for occasional overnight stays by program participants where circumstances warrant additional assistance.

Paraprofessional

An employee with less than the prescribed education and experience required for a particular position, whose skill and/or aptitude permit competent execution of certain job functions under supervision. The individual may lack a high school diploma and/or have an arrest record.

Parent

The person with whom a youth regularly lives and who is the natural, adoptive or surrogate parent.

Parent Governmental Organization

The administrative department or division to whom the agency seeking accreditation reports; it is the policy-setting body.

Policy

A definite, stated course or method of action which guides and determines present and future decisions and activities.

Professional Staff

Social workers, probation officers and other staff assigned to juvenile cases. These individuals generally possess baccalaureate degrees and advanced training in the social or behavioral sciences.

Program

The plan or system through which a correctional agency works to meet its goals; often this program requires a distinct physical setting, such as a community residential facility, group home or foster home.

Referral

The process by which a juvenile is introduced to an agency or service where he/she can obtain the assistance needed.

Resident

A juvenile who has been adjudicated delinquent and placed in a training school or special purpose institution.

Security Devices

Locks, gates, doors, bars, fences, screens, ceiling, floors, walls and barriers used to confine and control confined persons. Also electronic monitoring equipment, security alarm systems, security light units, auxiliary power supply and other equipment used to maintain facility security.

Status Offender

A youth who has been charged with or adjudicated for conduct which *would not* under the law of the jurisdiction in which the offense was committed, be a crime if committed by an adult. (See also Delinquent Youth.)

Training

A method of enhancing the performance of personnel, including such activities as management seminars and instructional workshops on management information, research and evaluation data. Meetings of professional associations are considered training where there is clear evidence of participation.

Volunteer

Citizens from the community who donate their time and effort to enhance the activities of the program. They are selected on the basis of their skills or personal qualities to provide services in recreation, counseling, education, religious activities, etc.

Youth

Persons under the age of twenty-one, or as defined in the local jurisdiction as under the age of majority.

Youth Care Worker

Line staff who work with juveniles in a detention facility; they are referred to as "child care worker" or "counselor" in many jurisdictions.

APPENDIX A

Articles of Incorporation of Commission on Accreditation For Corrections, Inc.

FIRST: We, the undersigned, Walter Dunbar, whose post office address is Alfred E. Smith State Office Building, Albany, New York 12225, and Daniel L. Skoler, whose post office address is 1705 DeSales Street, N.W., Washington, D.C. 20036, and Robert P. Heyne, whose post office address is 804 State Office Building, Indianapolis, Indiana 46204, all being at least 21 years of age acting as incorporators, do hereby form a non-stock corporation under and by virtue of the general laws of the State of Maryland.

SECOND: The name of the Corporation (which is hereinafter called the "Corporation") is

COMMISSION ON ACCREDITATION FOR CORRECTIONS, INC.

THIRD: The purposes for which the Corporation is formed are as follows:

To organize and operate this Corporation exclusively for religious, charitable, scientific, literary or educational purposes, no part of the net earnings of which inures to the benefit of any private individual, no substantial part of the activities of which is the carrying on of propaganda, or otherwise attempting, to influence legislation, and which does not participate in, or intervene in (including the publishing or distributing of statements) any political campaign on behalf of any candidate for public office.

For the purposes aforesaid, the Corporation shall have the following specific purposes and powers:

(1) To be responsible for the development and execution of policy for an accreditation program in corrections at both the juvenile and adult levels, in the United States of America and in such other countries as may be appropriate or feasible;

(2) To provide a system and a program by which correctional agencies and institutions can measure and evaluate current programs, procedures, and practices against standards established and recognized in the field of corrections;

(3) To provide services of competent consultants to aid those agencies and institutions needing and requesting assistance to interpret standards, to develop plans, and to modify or institute programs in keeping with accreditation requirements;

(4) To empanel and dispatch, upon request, experienced and well-trained examiners under conditions that ensure impartial and objective judgment to evaluate the agency or institution against the standards and make recommendations for program improvement;

(5) To recognize and to announce attainments of accreditation status when participating agencies and institutions reach or exceed the minimal requirements for accreditation;

(6) To maintain an ongoing relationship with both nonaccredited and accredited agencies and institutions, providing consultative assistance and review of programs as indicated;

(7) To implement or stimulate such studies and research as may be needed to facilitate and improve the program of accreditation in corrections;

(8) To maintain an ongoing review of correctional standards and effective liaison with the field of corrections concerning development of new and revised standards;

(9) To provide a structure which will facilitate and promote cooperative efforts among the various elements and disciplines of corrections, criminal justice, and the public and carry out the purposes and responsibilities of the Corporation;

(10) To take final action on all matters relating to the accreditation status of agencies and institutions in the general field of corrections;

(11) To encourage the utilization of existing and new knowledge through the application of standards, to the design and development of improved procedures, policies, and systems for corrections;

(12) To increase the adoption and utilization of new approaches to crime reduction and prevention by correctional agencies;

(13) To obtain the necessary fiscal and physical resources for the effective functioning of the Corporation;

(14) To levy fees and accept bequests, grants and gifts to support the conduct of its operations, and to invest, reinvest, and deal with the same in such manner as in the judgement of the Commissioners will best promote the purpose of the Corporation.

The aforegoing enumeration of the powers and purposes of the Corporation is made in furtherance and not in limitation of the powers conferred upon the Corporation by law, and it is not intended by the mention of any particular power to limit or restrict any of the powers granted to the Corporation by the laws of the State of Maryland except as provided in the initial paragraph of this Article THIRD. The Corporation is formed upon the articles, conditions and provisions herein contained and is subject in all particulars to the limitations relative to non-stock and non-profit corporations contained in the general laws of this State.

FOURTH: The post office address of the principal office of the Corporation in this State is 4321 Hartwick Road, Suite L208, College Park, Maryland 20740. The Resident Agent of the Corporation is Susan S. Miller, whose post office address is Cable, McDaniel, Bowie & Bond, 915 Blaustein Building, Baltimore, Maryland 21201. Said Resident Agent is a citizen of the State of Maryland and actually resides therein.

FIFTH: The Corporation is not authorized to issue any capital stock and will not be operated for profit.

SIXTH: The Board of Commissioners shall constitute the governing board of the Corporation. The Corporation shall have twenty (20) Commissioners which number may be increased or decreased pursuant to the By-Laws of the Corporation, but shall never be less than three.

SEVENTH: The duration of the Corporation shall be perpetual.

EIGHTH: In the event of any liquidation, dissolution or winding up of the Corporation the Board of Commissioners shall, after paying or making provisions for payment of all of the liabilities of the Corporation, dispose of all of the assets of the Corporation exclusively for the purpose of the Corporation in such manner, or to such organization or organizations organized and operated exclusively for charitable, educational, religious, or scientific purposes as shall at the time qualify as an exempted organization or organizations under Section 501 (c) (3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law) as the Board of Commissioners shall determine. Any of such assets not so disposed of shall be disposed of by the Circuit Court of the city or county in which the principal office of the Corporation is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

IN WITNESS WHEREOF, We have signed these Articles of Incorporation on the 18th day of October, 1974.

WITNESSES:	INCORPORATORS:
Martha E. Wheeler	Walter Dunbar
Z. D. Maciekowich	Robert P. Heyne
G. M. Farkas	Daniel L. Skoler

We, the Incorporators named in these Articles, acknowledge under the penalties of perjury that (i) these Articles of Incorporation are our act and (ii) the matters and facts set forth therein are, to the best of our knowledge, information and belief, true in all material respects.

DATED: October 18, 1974.

(Signed)
Walter Dunbar
Robert P. Heyne
Daniel L. Skoler

APPENDIX B

Code of Ethics

AMERICAN CORRECTIONAL ASSOCIATION

The American Correctional Association expects of its members unfailing honesty, respect for the dignity and individuality of human beings, and a commitment to professional and compassionate service. To this end we subscribe to the following principles.

Relationships with clients/colleagues/other professions/the public—

- Members will respect and protect the civil and legal rights of all clients.
- Members will serve each case with appropriate concern for the client's welfare and with no purpose of personal gain.
- Relationships with colleagues will be of such character to promote mutual respect within the profession and improvement of its quality of service.
- Statements critical of colleagues or their agencies will be made only as these are verifiable and constructive in purpose.
- Members will respect the importance of all elements of the criminal justice system and cultivate a professional cooperation with each segment.
- Subject to the client's rights of privacy, members will respect the public's right to know, and will share information with the public with openness and candor.
- Members will respect and protect the right of the public to be safeguarded from criminal activity.

Professional conduct/practices—

- No member will use his official position to secure privileges or advantages for himself.
- No member will act in his official capacity in any matter in which he has personal interest that could in the least degree impair his objectivity.
- No member will use his official position to promote any partisan political purposes.
- No member will accept any gift or favor of a nature to imply an obligation that is inconsistent with the free and objective exercise of his professional responsibilities.
- In any public statement members will clearly distinguish between those that are personal views and those that are statements and positions on behalf of an agency.
- Each member will be diligent in his responsibility to record and make available for review any and all case information which could contribute to sound decisions affecting a client or the public safety.
- Each member will report without reservation any corrupt or unethical behavior which could affect either a client or the integrity of the organization.
- Members will not discriminate against any client, employee or prospective employee on the basis of race, sex, creed or national origin.
- Each member will maintain the integrity of private information; he will neither seek personal data beyond that needed to perform his responsibilities, nor reveal case information to anyone not having proper professional use for such.
- Any member who is responsible for agency personnel actions will make all appointments, promotions or dismissals only on the basis of merit and not in furtherance of partisan political interests.

(Adopted August 1975 at the 105th Congress of Correction)